University of Alberta

The Enactment Processes of Organizational Environments in the Creation of Voluntary Sport Organizations (VSOs)

by

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- Dedication -

I dedicate this dissertation to unique players in my life (past and present) who have contributed in diverse ways to my total development – my parents, teachers, friends, wife, children, brothers, and sisters as well as strangers, spiritual, and financial benefactors.

- Abstract -

Organization theorists have conceptualized organizational environments as either objective (reified), perceived, or enacted. The study investigates the processes through which founders enact organizational environments and their significance for the emergence of voluntary sport organizations (VSOs). Founders' creation behaviours that are based on their perceptions and preconceptions are explored with an analysis of how those actions, over time, lead founders to "discover" more or less environmental munificence, complexity, and dynamism (Dess & Beard, 1984).

A qualitative case study design (de Vaus, 2001; Yin, 1994) was adopted to investigate the formations of three VSOs: University of Alberta Scuba Appreciation Club (UOASCUBA), University of Alberta Powerlifting Association (UAPA), and the Recreational Soccer Club of Edmonton (RSC). The mode of data collection was a triangulation of participant observation, unstructured interviews, and documentary analysis techniques. Grounded theory and content analyses were done within Atlas.ti, a microcomputer textual analysis program, to bring meaning to the data generated with the said methods.

The findings of the study revealed that enacted environments emerge from founders' actions and interactions with their surroundings based on their perceptions and preconceptions. The environment, thus, only becomes meaningful when founders' background characteristics, preconceptions, and worldviews direct their creation behaviours, which over time brings the environment into being in certain ways. Based on the findings, a conceptual model of how enacted environments influence the emergence of VSOs is proposed.

- Acknowledgement -

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- Chapter 1 -
INTRODUCTION

The universe of organizations consists of several types including for-profits, non-profits, voluntary associations, and sport organizations, all of which are created by individuals or groups of people with different backgrounds, experiences, and orientations towards the attainment of specific objectives (Bradley, Jansen, & Silverman, 2003; Perotin, 2001). Much in the same vein, voluntary sport organizations (VSOs) are created to promote particular sport ideologies based on founders' experiences, preconceptions, and perceptions of the environment (Green & Chalip, 1998; Thibault, Slack, & Hinings, 1993). Founders' preconceptions and identities enable them to pay selective attention to certain stimuli, which direct their organization creation activities that lead them to "discover" the environment in a particular form. The enacted view of the environment underlies the fact that founders produce knowledge of the environment through actions that are based on their perceptions and preconceptions (Goll & Rasheed, 2004; Weick, 1995).

The rationale for studying enacted environments and their significance for VSO emergence is, first, legitimized by the important role VSOs generally play in society. VSOs are traditionally noted for providing participants with a variety of sport experiences such as skill improvement programs, and individual and team sport activities. These experiences create a sense of belonging for participants and enable them to have fun, play, and compete against themselves as well as their peers (Fenton, Kopelow, & Lawrence, 2000). Generally, sport experiences that VSOs offer participants have beneficial effects on their mood, cognitive functioning, and

psychological well-being (Fenton et al., 2000). Other benefits of VSO programs to participants include weight control, good health, and judicious use of time. Participants use sporting activities to enhance their level of self-esteem and self-confidence as they make mistakes and learn to do things right (Chalip, Thomas, & Voyle, 1996; Green & Chalip, 1998). Thus, effective sporting activities organized by VSOs decrease participants' levels of anxiety, depression, stress, and boredom (Reid & Dyck, 1999).

Second, VSOs' ability to meet the sport needs of the individual, the community, and the nation as a whole makes the study of their formations worthwhile. The Canadian National Summit on Sport suggests that "sport is not just about cutting angles or throwing curve balls, but about habits, values and attitudes, about doing things wrong occasionally to get them right, about people, learning about ourselves and about others..."(Canadian National Summit on Sport, Ottawa, 2001, p. 5). Various types of VSOs provide people with the opportunity to participate in recreational sports to satisfy social needs not met by their daily normal roles. Chalip et al. (1996) reported that individuals learn social skills and develop social maturity by socializing in the context of sport and recreational activities.

Another justification for studying the influences of enacted environments on the creation of VSOs is inherent in society's apparent denunciation of inactivity among individuals. In recent years, there has been growing emphasis on active living through participation in organized sporting activities, which has resulted in increasing demand for several types of VSOs in communities (Brunt, 2000; Green & Chalip, 1998; Gorn & Oriard, 2000). Inactivity in society has been cited as the cause of many

preventable diseases such as obesity, depression, anxiety, isolation and boredom, which can be prevented with programs offered by VSOs ((Reid & Dyck, 1999). In order to benefit from the creation of more VSOs, the study of how founders' background experiences, sport history, and perceptions of a given environment guide their actions of organization creation becomes more meaningful. My earlier research (Benko, 2001) established that the four factors that influence the emergence of VSOs were the individual volunteer(s) who intended to found an organization, the process through which the organization creation evolved, the type of organization that was being created, and the enabling environment within which the founder(s) operated. Building on this idea, the current study explores in greater detail founders' perceptions of environmental elements, the foundations or basis of those perceptions, and how founder's preconceptions influence the formation of sport organizations.

Furthermore, the programs and orientations of VSOs make them distinct from other organizations such as printing shops, shoe factories, and grocery stores (Bradley et al., 2003; McLaughlin, 1986; Miller, 1990). One key difference between for-profit organizations and VSOs is evident in the area of profit maximization in the case of the former and the culture of volunteerism in the case of the latter. For example, for-profit organization founders look for opportunities to provide goods or services that fulfill the needs of others with the ultimate aim of making substantial profit. VSO founders, on the other hand, voluntarily fulfill an existing sport need by forming an organization based on their preconceptions and perceptions (Pearson, 1982). The argument is that organizations differ in nature, objectives, and functions and, therefore, the study of processes through which founders enact the environment in the

creation of each type should be encouraged (Bradley et al., 2003; Hall, 1982; Perotin, 2001).

To emphasis the above argument, in the sport industry alone, a large number of different types of organizations exist. There is wide array of public, private, and voluntary organizations that provide different sport products and services. Slack (1997) points out that there are several of sport organizations that provide goods and services that are designed to make profit for their owners and shareholders. Examples of such sport organizations include professional sport organizations that buy and trade players, sell live sport programs to television companies and audiences, sport recreational and equipment dealerships, and others like government sector organizations that provide sport services to the general public. However, "many sport organizations operate as voluntary or non-profit organizations; the funds they generate are used to further the activities which benefit their membership and/or the communities where they are based" (Slack, 1997, p. 4).

Throughout many countries in the world, the nature and objectives of VSOs tend to emphasis and promote active lifestyles, awareness of communal sporting activity, and general good health. Such objectives and functions of VSOs are inclined toward benefiting the entire community and the identified membership as opposed to selected few owners or shareholders. The foregoing distinctions between the nature, objectives, and functions of organizations suggest that knowledge of organization theory, and particularly, enactment of environmental conditions that support the creation of VSOs cannot be overemphasized.

The statement of the problem

Although researchers have multiple ways of conceptualizing organizational environments and the relationship between organizations and their environments (Aldrich 1979; Dess & Beard, 1984; Goll & Rasheed, 2004; Heeley, King, & Covin, 2006; Weick, 1995), they fundamentally characterize organizational environments as "objective, perceived, or enacted" (Christensen &Westenholz, 1999, p. 265). Several studies on objective environments and how they affect the creation of organizations, especially for-profits, can be found in the organizational literature (Aldrich, 1979; Becherer & Maurer, 1999; Gartner, 1985; Learned, 1992; Sherer & Lee, 2002). However, studies of enacted environments and their influence on the origins of organizations in general including how they affect the emergence of VSOs in particular are not available in the organizational literature (Aldrich, 1999). Researchers have generally paid little attention to investigating the processes through which organization founders enact supportive environments in the creation of organizations, for which reason there is very little knowledge of how enacted environments affect the emergence of VSOs.

Most studies of organizations (see Deephouse 1996; DiMaggio & Powell, 1983; Dutton & Dukerich, 1991; Greenwoood & Hinings, 1996; Ocasio, 1994; Sherer & Lee, 2002) have focused mainly on issues such as structural changes, administration, and survival. Such studies have paid attention to investigating strategic policies, sponsorships, legitimacy, isomorphism, organizational images, and identity with little attention given to studying the origins of organizations, particularly, in the area of voluntary sport organizations. Though the study of the

emergence of organizations continues to be the focus of various researchers in the for-profit literature (Bird, 1992; Bradley et al., 2003; Carter, Gartner, & Reynold, 1996; Harvey & Evans, 1995; Naffziger, Hornsby, & Kuratko, 1994), there are no comprehensive studies that focus on the relationship between enacted environments and the origins of VSOs and there are no systematic studies devoted to analyzing or describing the enactment processes of organizational environments in the creation of sport organizations (Aldrich, 1999; Weick, 1995).

Aldrich (1999) asserts, despite the differences in organizations, that researchers generally overlook the study of most of them and concentrate most research on studying organizational structure and stability with little or no attention to how different types of organizations emerge. According to Aldrich, "by ignoring the question of origins (of organizations), researchers have also avoided the question of why things persist" (Aldrich, 1999, p. 1). That is to say knowledge of organization emergence is required to guide prospective founders for more creation activities much in the same vein as researchers have emphasised the general studies of organizational structures, stabilities, and strategic policies for organizational survival. The persistent emergence of any organizational type is, to a larger extent, dependent on availability of research findings that specifically inform founders who intend to create such organization (Aldrich, 1999). Therefore, knowledge of enactment processes of organizational environments that is systematically and scientifically derived will not only guide prospective founders but will also encourage a good number of them to turn their organization creation dreams into reality.

In the case of VSO emergence, the investigation of how founders' history and preconceptions influence their perceptions of the environment and guide their search for requisite resources should be given equal attention and thoroughly explored. Researchers need to study the origins of all types of organizations including how enacted environments impact on the emergence of sport organizations. The notion that organizations differ and exist for diverse purposes (Hall & Hall, 1996) suggests that different environmental concepts and their influence on the formation of all types of organizations need to be investigated. As much as researchers study the influences of objective environments on the creation of organizations, the question of how founders enact environments during the construction of VSOs ought to be answered. Thus, the process through which founders come to learn or "discover" that the environment is munificent, complex, or dynamic during the launching of VSOs needs to be investigated.

The purpose of the study

The purpose of this study is to investigate the enactment processes through which organizational environments influence the creation of VSOs. The study explores founders' perceptions of the environment and the basis of those perceptions: how they see the environment, why they see it as they describe it, and how they interpret it to guide their actions in the establishment of VSOs. The study focuses on investigating how founders' perceptions and preconceptions influence their actions and lead them to "discover" more or less resources, regulations, and the changing nature of the environment during the process of establishing an organization. The

study further examines the foundations of founders' perceptions and why they have come to see the environment in certain ways.

In doing so, emphasis was placed on studying the processes through which founders' enacted environmental munificence, complexity, and dynamism in the formation of three VSOs. The study, in broader terms, investigated the following from the perspective of founders:

1. What environmental situations did VSO founders see as munificent - abundant or less resources - in the process of VSO formation (Dess & Beard, 1984; Goll & Rasheed, 2004; Heeley et al., 2006)? What activities and actions did they undertake to learn of the munificence of the environment? How did founders preconceptions, based on their histories and experiences (who they were), influence their perceptions and organization creation actions?

2. What environmental conditions did VSO founders perceive as complex - full of regulations and rules demanding multi-faceted actions - in the process of VSO creation (Dess & Beard, 1984; Goll & Rasheed, 2004; Heeley et al., 2006)? What activities did they perform to discover the complexity of the environment? How did their preconceptions influence their perceptions of the environment and organization creation behaviours?

3. What environmental elements did VSO founders consider as dynamic - changing trends, unstable, uncertain, unpredictable environmental events - in the formation of VSOs (Dess & Beard, 1984; Goll & Rasheed, 2004; Heeley et al., 2006)? How did founders' earlier knowledge of the environment lead them to acknowledge the changing trends of the environment?

The study aims to gain a deeper understanding of how the relationship between organizations and their environments can be conceptualised. When this aim is achieved, this exploratory study will begin to address the lack of systematic studies that focus on the influences of enacted environments on VSO emergence. The study of enacted environments and the formation of VSOs is of theoretical and practical importance to society as sport organizations function as partners of societal development (Chalip et al., 1996). The connection between founders' preconceptions, organization creation behaviours, and finding of resources need to be understood, established, and documented to guide prospective VSO founders.

Again, the study of enactment processes of organizational environments needs to be encouraged to broaden our knowledge on how founder's preconceptions guide their actions that bring the environment into existence in certain forms. Such knowledge will guide prospective sport organization founders, students, and scholars of organization theory, as well as sport policy makers. Furthermore, the knowledge of enacted environments and their significance to the emergence of VSOs will be broadened. To bring into focus and to streamline the theoretical basis of the study, the theory of organizational environment, its conceptualization, and dimensions, is reviewed.

- Chapter 2 -
LITERATURE REVIEW

Introduction

The organization theory literature on interactions between organizations and their environments identifies and distinguishes "between three basic perspectives about the organization and its environment" (Christensen &Westenholz, 1999, p. 265, Heeley et al., 2006; Smircich & Stubbart, 1985). Organizational environments are basically conceptualized as objective, perceived, or enacted. The objective (reified) perspective on organizational environments portrays them as separate elements from organizations, which actively offer resources (Aldrich, 1979; Becherer & Maurer, 1999; Gartner, 1985, Stonebraker & Liao, 2006). For example, one most important objective environmental resource required to support the creation process of VSOs is availability of volunteers (Pearce, 1993; Perotin, 2001).

The perceived model of the environment assumes that, based on the background of organizational players and their preconceptions, they see environmental conditions in different forms. This normally leads to "imperfect and incomplete perceptions of the environment" (Smircich & Stubbart, 1985, p. 726; Christensen &Westenholz, 1999). Weick (1988) argues that perceptions in general are never free from the perceiver's preconceptions. Therefore, experiences, memories, and the general historical past of individuals guide their perceptions.

The relationship between preconceptions and perceptions is clearly defined by how the former shapes or informs the latter, which in turn brings meaning to events, objects, and situations (Weick, 1988). Preconceptions are the general background

knowledge, information, expertise, and experiences that define an individual's worldview or perception. Thus, peoples' preconceptions lead them to see the world in partial forms, which is enough to sustain their survival and daily living. There can be multiple "realities", but preconceptions allow individuals to see things not as they are but according to the perceivers' background. Preconceptions thus result in selective perception, as opposed to complete or total perception. Selective perceptions guide individuals to carefully respond to environmental cues that suit their needs, which in turn shape/inform their future preconceptions. In short, individuals' approach to the world, interpretation of it, and how they perceive it are based on their knowledge, history, and past experiences, which can sometimes lead to misinterpretations and misperceptions.

The perceived perspective on environments raises questions about "how accurate perceivers are (or can be) and whether organizational behaviour is more responsive to environmental perceptions" of the organizational player or to the actual reality of the prevailing environment (Christensen &Westenholz, 1999; Smircich & Stubbart, 1985, p. 726). For instance, how precisely or accurately can VSO founders perceive the presence of volunteers and see their alleged presence as resourceful to the creation of an intended organization? The question leads to the enacted perspective of organizational environments, which forms the main theoretical basis for this research.

The enacted perspective upholds the notion that the actions of organizational players are based on their perceptions and preconceptions that bring structures and

events into existence, which form the foundations of their subsequent actions (Weick, 1988). The enacted concept therefore sees organizational environments not as separate from organizations but as creations of organizational leaders. The enacted perspective assumes the position of constructionists and deals with the production and discovery of knowledge by organizational players through activities and actions such as identification, interpretation, understanding, and sense making (Christensen &Westenholz, 1999; Dyck & Starke, 1999; Maniha & Perrow, 1965; Smircich & Stubbart, 1985; Wieck, 1977; 1995). For example, the actions and activities of VSO founders that are based on their perceptions and preconceptions, which lead them to "discover" the environment as either having or not having potential volunteers, constitute an integral part of enacted environments.

This chapter has three main sections: a) a review of objective environments with emphasis on volunteerism, b) a review of enactment processes of environments, and c) a definition of organization creation with a review of environmental munificence, complexity, and dynamism and their implications for VSO formation. Based on the reviewed literature, propositions for enacted environments in the creation of VSO are introduced.

A. The Reified/Objective Perspective on Organizational Environments

The objective perspective on the environment presents organizational environments as separate or distinct entities from existing organizations, which produce resources to influence organizational activities (Aldrich, 1979; Anderson, Drakopoulou-Dodd, & Scott, 2000; Castrogiovanni, 1991; Goll & Rasheed, 2004;

Hall, 1982; Heeley et al., 2006). Over the years, researchers have used terms such as real, concrete, independent, separate, fixed, pre-existing, material, tangible, somewhere out there, external, imminent, given, and entity to capture the notion of objective environments (Aldrich, 1979; Christensen &Westenholz, 1999; Smircich & Stubbart, 1985; Wieck, 1977; 1995). The objective model of the environment assumes that an organization is embedded in a real, material, and separate environment that has external and independent boundaries, which the organization has to cross to access resources (Anderson et al, 1991; Smircich & Stubbart, 1985; Wieck, 1995). The model portrays organizations and their environments as separate entities that require the former to adapt to the latter through the implementation of strategic policies. Thus, organizations operating in objective environments need to either control the resources within the environment or align themselves to the environmental demands in order to survive (Aldrich, 1979). From the realist/positivist perspective, active environments include tangible resources such as clients, workers or members, governments, economic climates, political situations, weather conditions, and socio-cultural issues, all of which directly or indirectly impact on the activities of a given organization.

Taking the realist position on the environment further, the literature on organization creation (Bird, 1992; Gartner, 1985; Gnyawali & Fogel, 1994; Learned, 1992; Naffzinger et al., 1994) describes objective organizational environments as including geographical, historical, religious, and scientific elements as well as supportive infrastructure. The literature continues to identify other reified conditions to include availability of financial resources, demand for particular goods and

services, market areas, accessibility of transportation, availability of labour force, and other facilities such as land (Gnyawali & Fogel, 1994; Naffzinger et al., 1994). Also labelled as objective environmental elements are non-financial support services such as availability of market studies and surveys, prepared organization plans, access to office spaces, office facilities, faster and more efficient means of communication, and counselling as well as advisory services (Hornsby, Nffzinger, Kuratko & Montagno, 1993). The active environment covers organizations such as information services and legal firms, which encourage creation of new organizations and enhance the work of other organizations (Hornsby et al., 1993; Learned, 1992).

The concept of reified environments also captures existing public or governmental policies that affect organizational activities (Becherer & Maurer, 1999; Goodman, Meany & Pate, 1992). It is argued that governmental directives can either directly or indirectly influence organizational initiatives, affect advancement, or retard organizational progress (Becherer & Maurer, 1999). For example, it is argued that favourable governmental policies including tax breaks or exemptions for certain categories of organizations, efficient mechanisms that remove imperfect markets, and administrative rigidities can influence organizational activities (Goodman et al., 1992).

Some organization theorists (e.g. Slack, 1985; Tucker, Singh & Meinhard, 1990) also refer to social influences such as family status and ties, peers, and the presence of role models as well as supportive community as integral parts of the active environment. They explain that these supportive social systems act as environmental influences that motivate, support, and sustain a person's desire to

create or join an organization. There is evidence that environmental forces ranging from purely cultural to socially acceptable behaviours go a long way towards restraining or permitting certain types of organizational activities (Goodman et al., 1992). Naffzinger et al. (1994) refer to growing up in a particular kind of family that cherishes organizational activities as a social influence that determines an individual's involvement with an organization, as well as his or her decision to join, found, or support a particular type of organization.

It has been theorized that factors such as large populations and the presence of institutions of learning/training including universities and colleges and access to research findings form part of organizations' objective environments (Campbell, 1984; Slack, 1985; Takyi-Asiedu, 1993). This is because the general population growth of any region or province is likely to generate economic activities and facilitate the proliferation of various institutions of learning, training, and research. These institutions contribute to fulfilling the manpower needs and information requirements of organizations that operate within the environment (Aldrich, 1979).

Furthermore, scientific and technological advancements that enhance the activities of an organization form part of the objective environment. The scientific and technological components of the environment consist of modern infrastructure/facilities such as transportation and communication facilities, which provide easy access to suppliers, and customers such as libraries, computers, and well-equipped laboratories (Naffzinger et al., 1994; Stearns & Hills, 1996). Studies show that the existence and accessibility of various scientific and technological conditions increase the flow of information and the possibility of organizational

expansion in any given country (Bird, 1992; Hornsby et al., 1993; Learned, 1992). Scientific and technological environments of organizations also relate to the mass media with particular reference to the press, the radio, the internet, and the television. Any information technology that provides constant coverage of organizational activities and informs people about the developments of organizations in general forms part of an organization's active environment.

Definition of an objective environment

From the objective perspective, the environment refers exclusively to all the external elements or resources "out there" that influence or are likely to influence organizational activities and decisions. The general environment of an organization is therefore defined as anything or everything that is "outside" of or "external" to the focal organization (Aldrich, 1979; Christensen &Westenholz, 1999; Krishnan & Park, 2004; Smircich & Stubbart, 1985). Aldrich (1979) writing from the population ecology perspective asserts that "the environment properly conceived does not refer simply to elements 'out there' beyond a set of focal organizations but rather to concentrations of resources, power, political domination, and most concretely, other organizations" (p xii). In the context of VSO formation, one of the most significant objective environmental resources that cannot be over-emphasized is the availability of potential volunteers.

Volunteerism as an objective environmental resource in VSO formation

VSOs are volunteer-oriented associations and the people who engage in their creation and development are first and foremost volunteers (Haddad, 2007; Oppenheimer 2000; Kikulis, 1990). The term "volunteer" is used to refer to people

who engage in a variety of selfless activities such as creating organizations and serving on boards of organizations for little or no remuneration (Booth & Hassen, 1990; Mesch, Tschirhart, Perry, & Lee, 1998; Kikulis, 1990; Pearce, 1993). The availability of potential volunteers forms an integral part of objective environments in a society where freedom of association is accepted as a fundamental human right (Kikulis, 1990; Oppenheimer, 2000). For example, the concept of volunteerism has been recognized as an important and distinctive feature of Canadian society through which people voluntarily create, join, and support organizations to champion a worthy cause (Canadian Recreation Policy, 1995).

Reasons and motives for volunteering

In the case of VSO formation, people volunteer to create or join an organization based on their background characteristics including their knowledge of the sport and managerial and organization creation experiences. Founders and supporting volunteers of VSOs are motivated by their background expertise in organization formation and exposure to the type of sport they intend to create or join. Thus, the background characteristics, preconceptions, and history of VSO volunteers define their reasons and motives for joining an organization. Based on those reasons and motives, individuals who participate in the creation of sport organizations are classified as altruistic (formal, impersonal, moral, selfless) or egoistic (informal, personal, self-interest, instrumental) volunteers (Mesch et al., 1998). Altruistic volunteers consist of those who get involved in sport organizations purely on humanitarian values based on genuine love and care for others, desire for social justice in sport delivery, and commitment to civic duty through sports. Altruistic

volunteering in general is meant to benefit others rather than the volunteers themselves. For example, altruistic volunteers might establish a swimming club for kids that benefits others rather than the volunteers' own children (Brain, 1997).

On the other hand, egoistic volunteers create or join VSOs with personal reasons including the desire to meet others, be with people, participate in the sport, and make friends through social interactions with new individuals (Brain, 1997; Pearce, 1993). Self-interested volunteers get involved with VSOs to enhance their self-esteem and learn or gain new sport skills or experiences. They use volunteering as a constructive way of spending their leisure time and to achieve their social needs and health goals (Haddad, 2007; Mesch et al., 1998). Egoistic volunteers also create or join VSOs to look for opportunities for the expression of personal identity and to preserve a cherished sport for the benefit of family members and relatives (Hall, 1994; Kikulis, 1990; Slack, 1985). Table 1 summarizes objective environmental resources that influence organizational activities.

Objective Environments	Resources	References
1. General organizational environments	Legal and institutional framework, presence of skilled labour force, accessibility of supplies, customers or new markets, accessible funds, universities, training and research institutions, population, mass media, other organizations, demand for particular organizations and	Aldrich, 1977; Anderson et al., 2000; Bird, 1992; Castrogiovanni, 1991; Gartner, 1985; Gnyawali & Fogel, 1994; Hall, 1982; Horsby et. al., 1993; Naffzinger, et al., 1994
2. Social factors	Societal attitude towards organizations, support of friends and relatives, the entire culture of the people, support of experienced and successful members, characteristics of inhabitants, their skill level, experiences and motivations.	Amis & Slack, 1996; Bhave, 1994; Campbell, 1984; Gnyawali & Fogel, 1994; Slack; 1985; Stearns & Hills, 1996
3. Governmental or public policies	Provision of venture capital fund, tax-based incentives, protection of proprietary ideas and innovations, investment in education and research, provision and training of support services.	Hall, 1994; Hornsby et al., 1993; Learned, 1992; Naffzinger et al. 1994; Til, 1994; Young, 1998
4. Science and technology	Modern transportation, computers, libraries, laboratories, internet, communication facilities, modern infrastructure, flow of	Gartner, 1985; Cambell, 1984; Naffzinger et. al., 1994; Stearns & Hill, 1996; Slack, 1985
5. Volunteerism and presence of volunteers	Altruistic and egoistic reasons, selfless and self-interest activities, freedom of association, provision of voluntary activities for no remuneration	Cordingley, 2000; Hall, 1994; Mesch et al., 1998; Oppenheimer, 2000; Young, 1998

Table 1: Objective environmental resources that influence organizational activities

Critique of interactions between organizations and objective environments

The presence of the above-reviewed active environmental elements in the life of any organization suggests somewhat directional impact on organizational activities. For example, favourable governmental policies and legislation, which provide incentives such as tax exemptions to organizations, can obviously influence organizational activities (Haddad, 2007; Hall, 1994, Til, 1994; Kendall & Knapp, 1996). The role of public policy in creating suitable environmental conditions, such as freedom of association and organization for instance, can directly facilitate both for-profit and voluntary organizational activities. Other socio-cultural elements such as the attitude of communities towards organizations in general can either directly or indirectly facilitate or retard organizational activities (Slack, 1985; Nicholls, 1982). In the sport sector, for example, an environment that is rich in providing sport volunteers who are committed to playing a sport that needs to be organized, patronized, or promoted will obviously influence the creation of a new VSO (Benko, 2001). Societies and cultures that value organizational activities thus tend to support them and develop social systems to encourage and sustain their existence (Vesper, 1983).

However, organizations do not always act as open systems as the objective perspective on the environment suggests (Scott, 1987; Weick, 1995), where existing environmental factors directly influence their activities. There are cases where no "external", "singular", "detached", or "fixed" environmental resources exist to influence the activities of an organization (Weick, 1995, p. 31). In such situations, the enacted perspective argues that organizational leaders or managers construct their

own operative environments. The construction of such environments is primarily based on founders/managers' experiences, backgrounds, worldviews, preconceptions, and what is important to them. The perceptions of organizational players, as a direct result of their preconceptions, in those cases dictate and guide their actions, which can either constrain or facilitate organizational activities and decisions (Weick, 1988). Therefore, the objective view of organizational environments as being " monolithic, singular, fixed" and separate from organizations misses the enactment view of the environment (Weick, 1995, p. 31).

Furthermore, the mere existence of environmental resources does not in any way suggest the utilization of those elements by organizations or their useful exploitation by managers. Leaders, based on their experiences and preconceptions, take actions to "discover" resources, which they later consider to be either useful or not in the activities of an organization. The argument is that founders or managers actively create part of their own conditions of operation through actions and activities that are based on their knowledge, perceptions, and history. They do not necessarily or simply react to objective environmental elements "out there" (Heeley et al., 2006; Weick, 1995).

The criticism is that the objective view of the environment over-estimates the interactions between organizations and their environments while limiting the examination of environmental issues only to organizations' reaction to their active environments. Such a viewpoint overlooks how organizational players interpret, understand, learn, and take actions to "discover" situational elements and how they

apply such knowledge to day-to-day organizational decisions (Weick, 1977). The objective view of the environment thus misses the point that founders' preconceptions lead them to actively produce several of their operative environmental conditions through selective actions and sense-making. The results of those actions guide the subsequent decisions and behaviours of founders.

B. The Enacted Perspective on Organizational Environments

The social constructionist perspective (Christensen & Westenholz, 1999; Krishnan & Park, 2004; Smircich & Stubbart, 1985; Weick, 1977; 1995) views the environment not as a separate entity from the organization, which has a clear-cut boundary, but argues that the environment is a construct, an enactment, or a creation of organizational leaders that subsequently directs organizational activities. The enacted model of the environment argues that organizational players do not always cross boundaries to react to the environment. Rather, they actively discover and implant their own operational knowledge through concrete actions based on their experiences and preconceptions. Thus, the enacted perspective underscores the fact that organization players generate knowledge through human actions, activities, and intellectual efforts based on what they know, which then shapes their worldviews (Christensen &Westenholz, 1999; Goll & Rasheed, 2004; Weick, 1988; 1995).

The enacted model represents the notion that organizations and their environments are created together "through the social interaction processes of key organizational participants" (Smircich & Stubbart, 1985; p. 726) and that "separate", "fixed", and "out there" objective environments simply do not exist. The enacted perspective argues that what is normally referred to as the environment is usually

generated by activities of organizational players based on their preconceptions. That is, people's experiences allow them to pay attention to selective stimuli that are important to them and act on those stimuli within the context of their experiences. The resultant structures and events that come into existences through people's actions, which in turn set them in motion, is the enacted environment (Weick, 1988). In an enacted world, constructionist and interpretive theorists argue that "the world is essentially an ambiguous field of experience" which presents no specific threats or opportunities but "just material and symbolic records of action" (Smircich & Stubbart, 1985, p. 726; Weick, 1977; 1995). Nonetheless, organizational leaders construct meaningful environments out of ambiguous environments through patterns of actions and the connections of those actions to what is important to them based on information they have and what they are looking for.

Weick (1977) has illustrated three cases in point where bank managers, physicians, and actors enact the environment by bringing meanings out of chaotic environments. According to Weick, banks generally operate in the stock market by investing the monies collected from their clients through the buying of stocks, bonds, and other securities for the benefit of their clients. The interaction between banks and markets could be seen as organizations (banks) reacting to environmental conditions (market fluctuations) in order to profit from their investments. However, there are conditions under which organizations defy the open systems concept and create their own environments that are meaningful to them (Weick, 1977).

For example, during the 1970s when stockholders overstocked Polaroid cameras and the patronage of the product was at its lowest point, they thought of how

they could dispose of the huge Polaroid stocks they had accumulated. The banks "began to bail out of Polaroid" and that action suddenly caused a dramatic fall in the price of the product, which in turn led other stockholders to sell off their "blocks of Polaroid shares, causing the price to drop even more sharply" (Weick, 1977, p. 268). Thus, actions of organization players created the operating environments based on the market information they had. The banks, more or less, became their own selection systems through enactment and imposition of their own operative environmental conditions. The environment, in this case, can be seen as intertwined with the organization, which makes distinction between the organization and its environments difficult to separate as different entities (Weick, 1977).

Likewise, physicians create much of their environmental conditions under which they operate. Weick uses the concept of "physician induced disease" (iatrogenic) to explain how doctors create their own medical environments, which they interpret to treat patients. Based on the predominant decision rule in diagnostic medicine, "when in doubt continue to suspect illness", Weick borrows the language of "type 1" and "type 2" errors from Scheff's 1965 study of medical errors to illustrate how doctors create the environment that requires their skills. A type 1 error occurs when a doctor discharges a patient who is actually sick and a type 2 error occurs when a doctor admits a patient who is not sick. According to Scheff (1965), doctors "overwhelmingly make type 2 errors" this being diagnosing healthy people as sick (Weick, 1977, p. 269). This preference by physicians implies that they create environmental conditions for the treatment of non-existing illness for the purpose of safety precautions. As Weick (1977) argues, physicians who favour active

intervention in dealing with diseases, as opposed to those who prefer a natural course of healing, will "more frequently impose a world that subsequently presents them with medical environments requiring their skills" (p. 270).

Another example of enactment process is where actors create environments, which in turn dictate their ensuing activities. Weick (1977) uses Jenks & Silver's study of Keith Johnson's "Theatre Machine" (1973) to illustrate the enactment process of theatre environments. Two actors are given decks of cards with a sentence of dialogue on each card. They shuffled the cards, after which the actors made dramatic sense of the readings on the cards. In another sketch, two performers improvised dialogue while two additional actors moved the speakers' body parts through dramatic actions. Other performers in a group created a situation where other actors mimed something in slow motion for a third group to comment on the act (Weick, 1977). Thus, the actors created an environment that determined their ensuing action or activity, a condition, which was their own design through their previous actions that created an understanding for their next line of action.

Again, Weick, in his 1979 Social Psychology of organizing, proposes the enactment, selection, and retention framework that surrounds the processes through which organizations enact, select, and retain their required resources. In the said framework, enactment is explained to capture the actions of managers that are based on their perceptions to overcome obstacles and pursue goals that might look unattainable. Managers, in that case, may undertake a potentially difficult course of action based on their preconceptions, enthusiasm, self-confidence, and expertise. Managers then examine all the possible outcomes, select, and retain needed

organizational resources. Thus, outcomes that are deemed useful are protected and managed, while others that are considered less useful are discarded. Managers then adopt strategic measures to ensure the retention of usable resources. In the foregoing enactment framework, some environmental features are overlooked while others, according to the needs of organizational players, are selected and retained.

The illustrations of the enactment processes of operating environments of organizations discussed above present organizations as being proactive rather than reactive toward their environments (Christensen & Westenholz, 1999; Smircich & Stubbart, 1985; Weick, 1977; 1995). Thus, before organization players can take active control of their environments they need to take actions based on their perceptions, preconceptions, and experiences, which lead them to create substantial knowledge of what the environment has to offer (Weick, 1995). The actions become the controlling device to guide organizations to examine what conditions they have to deal with and to help them to rediscover, understand, and make sense of their environmental situations (Maniha & Perrow, 1965). Organization players thus enact or build their environments before they devise means of controlling them as they become aware of what needs to be done to effectively operate within any given environmental circumstance.

The argument is that organizational leaders and managers through actions, guided by their experiences and preconceptions, enact their own environments to guide their operations. Organizational leaders learn through intellectual and sound organizational actions to discover and implant conditions together with the organizations. For example, as Weick explains, "the environment that orchestra

members face is not simply the composition placed in front of them, rather what they do with that composition when they first play through it. Again, a group of policemen who are on city patrols meets teenagers who wave at the patrol team. The policemen can choose to ignore the teenagers, stop, or return the greeting gesture in which case the police team becomes active in creating its own operative environment through its actions, which can either constrain its movement or give it more opportunities to interact with the teenagers (Weick, 1995). In whichever way, the police team brings into being part of its environments as its actions create the conditions it faces, which determine its subsequent activities.

Maniha and Perrow (1965), in their classic study "The reluctant organization and the aggressive environment", found that the right environment for the origin and development of the City Youth Commission of Collegetown was non-existent until the founders constructed what the authors termed an "aggressive environment" for the pursuit of the goals of the organization. It took the founders several years to convince the community of the importance of the organization through meetings, discussions, and persuasions. How the founders perceived, interpreted, and understood their surroundings guided their presentations and persuasions, the outcomes of which convinced the community of the need of the organization.

Dyck and Starke's 1999 process model of the formation of breakaway organizations further illustrates the creation of suitable environments by organizational leaders for successful breakaways. Dyck and Starke (1999) found that groups leave their mother organizations to form new organizations through the creation of a harmonized environment among members. The successful formation of

breakaway organizations thus depends on the creation of convincing and alternative ideas through strategic meetings, presentations, discussions, and dialogues that place emphasis on the need to change based on the knowledge of what is happening around the mother organization. When the suitable environment for change is well-established and a group of organizational members is convinced of the need to change to implement the new ideas, it moves out to form a new organization (Dyck & Starke, 1999).

Classification of environmental dimensions and resource distribution

The foregoing makes clear that the relationship and interaction between organizations and their environments subsumes enormous and diverse sets of elements and resources from both the objective and enacted perspectives. For this reason, a number of authors (Aldrich, 1979; Anderson et al., 2000; Castrogiovanni, 1991; Dess & Beard, 1984; Goll & Rasheed, 2004; Heeley et al, 2006; Sharfman & Dean, 1991; Wiersema & Bantel, 1993) have proposed a set of dimensions to described organizational environments and resource distributions.

From the objective viewpoint of the environment, Aldrich (1979) identifies six dimensions that affect the nature and distribution of resources between organizations and their environments: (1) environmental capacity (the relative level of resources – rich/lean - available to organizations), (2) homogeneity-heterogeneity (similarity or differentiation of environmental elements), (3) stability–instability (the degree of turnover or change in environmental elements), (4) concentration-dispersion (the range of distribution or concentration of environmental resources), (5) domain consensus-dissensus (the degree of recognition or disputation over

environmental resources), and (6) degree of turbulence (the increasing rate of environmental disturbances and interconnections). Missing conspicuously from Aldrich's dimensions is mentioning or classifying environments that are produced by organizational leaders. The concrete effort made by organizational leaders to come to the knowledge that the environment is more or less resourceful is thus overlooked by Aldrich's classification of the environment.

Based on Aldrich's proposal, Dess & Beard (1984) conceptualize environmental elements and resources into three distinct dimensions according to how they influence organizational activities, a framework which forms the basis of this study. They conceptualize organizational environments in terms of (1) munificence – capacity, rich, lean, (2) complexity - homogeneity-heterogeneity, concentration-dispersion, and (3) dynamism - stability-instability, turbulence. Even though Dess & Beard, like Aldrich, make no reference to the enactment processes of the environment in their proposed three dimensions, their classification is adopted as the framework to described enacted environments in the creation of sport organizations.

Adoption of Dess & Beard's classification of environmental dimensions

The processes through which VSO founders enact the environment during the creation of organizations can be described along the lines of Dess and Beard's classification of the environment. The rationale for using Dess and Beard's (1984) proposed environmental dimensions as the framework for this study is explained: first, they give a concise summary of Aldrich's six dimensions of the environment, which appear to be overlapped concepts. Second, the three concepts conveniently

capture the nature of organizational environments and resource distributions and clearly place them within three clear-cut categories. Third, the three environmental concepts, to a greater extent, capture most of the necessary conditions that founders of VSOs deal with in the process of forming organizations: status of environmental resources, stable or unstable trends of events, and rules and regulations governing organization formation. Fourth, based on founders' preconceptions, they take actions to make sense of perceived munificent resources to enable their judicious use. Five, founders develop strategies to conform or adapt to changes in environmental conditions that affect the creation of their organizations. Six, in a complex environment, founders deal with rules, regulations, and requirements as well as interconnections with other organizations. The said reasons make Dess and Beard's (1984) environmental dimensions appear most useful and appropriate as a framework for investigating how VSO founders enact organizational environments.

C. The Concept of Organization Creation

From a positivist perspective, the literature on organization emergence explains the concept of organization creation as one that denotes a process of assembling and organizing prevailing environmental resources into a sequence that leads to the existence of an organization (Becherer & Maurer, 1999; Gartner, 1985; Learned, 1992). The terms "creation", "founding", "emergence", and "formation" are used interchangeably in the organization creation literature to mean the realization, establishment, or the coming into existence of an organization as a result of integration and proper utilization of available environmental resources. In the case of VSO creation for example, a VSO can be said to have emerged after founders have

successfully brought together and made operational available resources such as players, volunteers, and community sport facilities to serve the sport needs and interests of members (Benko, 2001; Chalip et al., 1996; Milliken, 2002; Thibault et al., 1993).

Contrary to the above definition of organization creation is the argument that organization founders do not always have to assemble or organize objective or active environmental elements in order to establish an organization. They rather proactively construct and implant required environments through actions based on their perceptions and preconceptions to "discover" needed environmental resources. Thus, the enacted environments are direct results of founders' actions based on their perceptions and preconceptions (Weick, 1988). The enactment processes lead to the "discovery" of more or less environmental munificence, complexity, and dynamism during the creation of organizations.

1. Environmental munificence

Munificence refers to "the abundance of demand and other necessary resources available" to support the creation of new organizations and the effective operations of existing ones (Anderson, et al., 2000, p. 6; Dess & Beard, 1984; Stonebraker & Liao, 2006). Thus, environmental munificence can be conceptualized to imply the extent to which an environment is abundant in appropriate resources to support organizational activities. Other theorists (Aldrich, 1979; Goll & Rasheed, 1997; 2004; Heeley et al., 2006; Wiesema & Bantel, 1993) have explained environmental munificence to mean the ability or capacity of the environment to support the establishment as well as the performance of organizations. Castrogiovanni

(1991) argues that munificence relates to availability of critical resources needed by organizations operating within a given environment, which are also required for the emergence of new organizations.

Heeley et al. (2006) comment that "munificence is reflected in the degree to which environmental resources, broadly defined, are supportive of sustained growth for the overall set of firms within an industry" (p. 1517). The nature of environmental munificence is characterized by more or less resources having positive and enabling effects on organizational activities. Stated differently, environmental munificence constitutes the level of more or less resources available within an environment. From the viewpoint of objective environment, existing organizations tend to explore their environments to look for critical and scarce resources that would sustain their activities, while new organizations spring up whenever available resources support their emergence.

The foregoing realist outlook of environmental munificence obviously implies that the emergence of a VSO will depend on existing and supportive resources that the environment provides. However, the enacted environment model views the creation of organizations not as a mere integration of available objective resources, but rather as an influence of outcomes of founders' actions that are based on their experiences, perceptions, and preconceptions (Smircich & Stubbart, 1985).

Implications of enacted munificent environments for VSO formation

Environmental munificence relates to whether the environment is rich or not in required or critical resources to support organizational activities. VSO founders, based on their experiences, knowledge, and preconceptions before starting their

organizations, can perceive the environment in particular ways and undertake certain selective actions. Those actions may produce several outcomes and founders can select those outcomes that are considered munificent in the creation process and devise means/strategies to retain selected resources (Weick, 1979). They can resort to the formation of coalitions with known organizations to secure resources that are critical to the initiation of a new organization (Aldrich, 1979). The networking with relevant organizations can lead founders to learn of or "discover" more or less needed resources in the environment. Thus, the readiness or reluctance of the environment to support organization creation cannot be revealed without the actions of founders. Thus, based on their organization creation and managerial expertise, VSO founders can employ social networking techniques and linguistic skills such as discussion and dialogue to develop relationships with familiar organizations to "discover" requisite environmental resources (Aldrich, 1979; Wiesema & Bantel, 1993).

Castrogiovanni (1991) writes that because environmental munificence concerns the scarcity or abundance of critical resources, leaders have to work hard to either achieve critical resources or prevent scarcity. In the context of VSO formation, founders can create support for their organizations by establishing the need for a particular type of VSO and convincing others through campaigns to join in the creation effort. Thus, based on their organization creation experiences, founders can achieve resources by establishing the need for the organization, creating volunteer opportunities, and soliciting for socio-cultural support from potential players or members. The outcomes of such activities can convince founders that the environment is more or less munificent.

Establishing the need for the creation of a VSO

Environmental theorists assert that the environmental conditions under which organizations come into existence account for why certain types of organizations have a relatively constant birth rate and why others have no new starts at all (Aldrich, 1979, Anderson et al., 2000; Heeley et al., 2006; Krishnan & Park, 2004). In an environment where, for example, research publications enhance founders' understanding of opportunities that exist for the creation of particular types of organizations such as demand for immigration consultancy, founders tend to rely on that information to make organization creation decisions. Similarly, VSO founders' earlier information on the relevant resources such as the need/demand for the organization, availability of players, and knowledge of facilities and equipment can shape their perceptions of the environment and direct their organization creation behaviours.

Based on their knowledge prior to launching their organizations, founders can increase the organization's demand through the launching of ideological campaigns. For example, founders of an advocacy VSO can embark on addressing existing community needs or finding solutions to mutual social problems through consensus building, agitation, and the creation of awareness. Thus, for such an organization to emerge, founders can create awareness and bring together potential members to agitate for or protect their rights as a group. Founders can call meetings, undertake membership drive activities, and target certain individuals based on prior information they have on potentially interested members. They can also undertake recruitment

campaigns to identify and attract individuals they deem interested in taking part in the organization creation exercise.

The indications of such campaigns can lead the founders to "discover" whether or not the environment is ripe with the needed resources to support the type of organization being formed. Otherwise, founders can never know the magnitude of support they can receive or what resources they can access without taking concrete actions based on what they see and what they know. The outcomes of their creation actions can influence how founders see the environment as being more or less munificent, which can further direct their ensuing actions.

Creating volunteer opportunities

VSOs have their origins rooted in the commitment and activities of volunteers (Hall, 1987; Hall, 1994; Kendall & Knapp, 1996). Therefore, based on their organization creation experiences and prior information on volunteers, founders can generate voluntary opportunities and recruit potential volunteers during the formation of an organization. Founders can offer prospective volunteers the chance to perform various functions such as coaching, fund-raising, officiating, and the organization of the sport that is being promoted. Founders can advertise opportunities for volunteers to attract individuals who want to contribute their expertise to the construction of the organization. The results of the activities of the founders can reveal whether or not that the environment can provide the needed volunteers to do office work, sit on boards and committees, and help with the creation process (Canadian Recreation Policy, 1995).

Without founders' actions to create volunteer opportunities for organizers, managers, and supervisors to educate participants on the use of equipment and safety guidelines during sporting events for example, the munificent nature of the environment can never be ascertained. The overall positive responses to those activities by volunteers and their willingness and readiness to assist in the creation process can indicate to founders that the environment has potential volunteers to support the creation dream. The responses founders receive from the creation of volunteer opportunities can thus lead them to "discover" whether or not they can rely on volunteers in the formation process.

Production of socio-cultural support

Favourable social and cultural environments such as communities with a sport culture and availability of players may induce the formation of a VSO. However, founders can only be convinced of socio-cultural support by the outcomes of their actions that are informed by their knowledge of prospective players prior to starting an organization. Founders can strategize and focus their membership campaigns on available players to attract and involve them in the creation dream. Based on their organization creation experiences, founders can advertise the purpose of the organization to achieve social and cultural endorsements from the community. Founders can persuade familiar community members, friends, and relatives alike to support the formation of the organization by providing resources such as technical assistance, equipment and facilities, information, and the required moral support. Thus, founders can seek social support from peers, mentors, role models, teachers, and respected public figures. The creation story can remain a dream if the founders do

not receive favourable responses from the community. The environment, in that case, can be seen as less supportive and, therefore, not ready for the formation of the sport organization.

Based on founders' coaching skills and knowledge of the sport, they can attract players by offering free lessons to help beginners to learn and practice the basic skills of the sport they are organizing. VSO founders can also establish working relationships with media systems that are influential enough to facilitate the attraction of new players to the creation of the sport organization. Founders' knowledge on how to access equipment supplies, subsidies, and information on public developmental programs can help them locate required resources. Similarly, based on founders' experiences, equipment needs can be met through improvised means such as using cardboards for the bases in baseball and constructing volleyball courts on ground instead of concrete or outdoors instead of in arenas.

The results of the foregoing activities of founders can lead them to "discover" the munificence level of the environment. Thus, the actions that founders take based on their preconceptions, perceptions, and experiences can produce responses that can convince them that the environment is more or less munificent. The enacted environment can, therefore, be seen as a product of the founders' actions that are based on their preconceptions and perceptions. This leads to this study's first orienting proposition:

> **Orienting proposition 1**: Founders' preconceptions guide their selective organization creation behaviours/actions that, over time, bring the munificence of the environment into being in particular forms.

2. Environmental Complexity

Environmental complexity refers to the heterogeneity of activities and the range of those activities pursued by an organization (Dess & Beard, 1984; Heeley et al., 2006; Wiersema & Bantel, 1993). Heeley et al. (2006) assert that the complex / environment of organizations represents their interactions with numerous external factors, parties, diversity, and distribution regulations. Thus, organizations operating in more complex or heterogeneous environments are more likely to encounter a broad array of environmental demands such as complex information processing requirements, complex output or product distribution, rules and regulations, and complex interaction techniques due to a large number and variety of organizations, clients, or members (Stonebraker & Liao, 2006; Wiersema & Bantel, 1993).

Environmental complexity includes the variety of rules and regulations that exist to govern administrative operations and activities of organizations within an environment (Dess & Beard, 1984). The complex nature of an environment requires organizations to institute diverse administrative measures to meet the demands of operating rules and regulations in a given environment. Thus, complex environmental conditions increase an organization's administrative controls and create organizational interdependence, interconnections, and networking (Dess & Beard, 1984). Environmental complexity is associated with management of organizational elements such as customers, target markets or clients, suppliers, competitors, regulators, and in the case of a VSO, target members or players of an organization. However, the information founders have on the environment prior to launching their organization creation campaigns can direct their actions and lead them to "discover"

more or less environmental complexity. The outcomes of their actions can thus shape their perceptions of the environment in particular ways.

Implications of enacted complex environments for VSO formation

Founders' earlier knowledge of and information on the numerous administrative demands on the establishment of VSOs including requirements of public policies, demands of diverse and heterogeneous membership, divergent sport ideologies, requirements, and the rules and regulations of sport delivery can shape their perceptions of the environment in many ways and dictate their organization creation actions (Sharfman & Dean, 1991; Stonebraker & Liao, 2006).

Unfavorable governmental (public) policies

Favourable public policies such as tax-based incentives, recognition, and support of intentions to create organizations will not only encourage the emergence of VSOs but will also promote their co-existence with the state (Hall, 1994; Salamon & Anheier, 1997). However, existing policies do not always favour the formation of new voluntary organizations, especially protest or advocacy groups (Dyck & Stark, 1999). Therefore, founders' prior information on and earlier knowledge of existing policies can influence their perceptions and contestation of outlawed conditions in the course of launching their organizations. It is possible for some voluntary organizations to emerge outside the existing policies and procedures within the environment. For example, Trail Riders Access Club (TRACK) of Edmonton was formed in the early 1990s to contest the closure of the river valley trails to cyclists due to heavy traffic in the valley and the speed at which cyclists were traveling

(Benko 2001). Since the cyclists had no other place to go, they formed the association to protest the legislation that outlawed bicycle riding in the river valley.

Founders of VSOs with early information on seemingly controversial laws can interpret the provisions of such laws as impediments within the environment during the creation processes of their organizations. Thus, founders' early information on prevailing requirements on organization construction and their ability to protest such policies can fashion their outlook of the environment. It is a matter of founders being aware of unfavourable policies and how they exercise their right to form an organization to counteract those policies for a common purpose (Sills, Butcher, Collins, & Glen, 1983). For example, an advocacy VSO may negotiate or protest perceived unfavourable public policies and may not necessarily conform to existing rules and regulations by locating and persuading potential players or members for support (Kikulis, 1990; Kikulis, Slack, Hinings, & Zimmermann, 1989). The results of founders' actions (negotiations and protests) can convince them to see the environment as being more or less complex.

Diverse and heterogeneous membership

Founders' knowledge and awareness of information on existing research findings, population indicators, and the composition of the target membership prior to starting their organizations can point them to the specific sport needs of potential members. VSO founders' understanding of how diverse the target population may be before starting the organization can help them to open dialogue with initial members regarding the kinds of programs they would like to see delivered. Based on founders' managerial and organization creation experiences, they can adopt web surveys, mail

surveys, meetings, and opinion polls as means of building consensus regarding the programs members expect and deem important. Based on the outcomes of meetings, surveys, and polls, and whether or not the sporting activities can meet the interests of a heterogeneous membership, founders come to see the environment as being more or less complex in the process of forming the organization.

Founders' earlier information on members' demographic groupings such as sex, age, and skill levels before constructing any organization can guide their planning of the organizations' programs and enhance member participation. Founders can incorporate into their programs different categories of activities for boys, girls, men, and women. How founders streamline VSO programs to suit the demographic needs of members can attract more individuals and influence their involvement with the new organization. The results can, as well, reveal to the founders the level of complexity in terms of participants' demographics.

Different sport ideologies and philosophies

Founders' prior information on members' different ideological and philosophical reasons for joining sport organizations can direct their organization creation activities and influence how they perceive the environment. With the said information in mind, VSO founders can learn their participants' ideological and philosophical motivations for joining the sport organization through interacting with members and discussing their sport interests. Ideologically, some members of the organization may participate to show their class status (typical examples are golf, tennis, and swimming VSOs), while others may get involved to protect or promote a prestigious sport culture such as gymnastics or a family sport heritage (Green &

Chalip, 1998; Thibault et al., 1993, Slack, 1985). Philosophically, on the other hand, some members of VSOs participate for the purposes of active living, socializing, skill enhancement, or for health reasons. Others may get involved for reasons of community building such as promoting a sense of belonging, brotherliness, and neighbourliness (Green & Chalip, 1998).

Founders of a new VSO can identify the most pronounced reasons and rationales of members' involvement through interviews, socialization, conversations, and observations to determine what members consider important in their sport lives. Knowing participants' ideological and philosophical orientations, founders can structure the programs of the organization along those lines to meet the aspirations of members. Though sports ideological and philosophical differences may play a vital role in the proliferation of different types of VSOs in communities, founders can use VSOs to promote active living and neighbourliness. The results of founders' actions will reveal the ideological and philosophical differences among members, which can convince them that the environment is more or less complex.

Again, with information on sport orientations, founders can advertise the objectives of their organizations such as seeking solutions to social problems, protecting the interests of its members, or providing sport experiences for lovers of the sport (Hall, 1994). Thus, founders' knowledge of target members' sport philosophies, ideologies, and social compositions can help to structure founder's creation strategies and influence their perception of the environment. For example, within multicultural societies, founders can accommodate the sport interests of immigrants by providing sport experiences and programs that reflect their background

needs. Arguably, VSO founders can only see the environment as more or less complex from the results of their actions that are based on their earlier knowledge of and information on membership composition.

Organization creation requirements, rules and regulations

Founders' awareness of organization creation requirements and information on sport delivery systems prior to launching their organization formation can direct their organization creation activities and influence their perceptions of the environment. Founders can learn about the rules and regulations governing the institution of sport organizations from regulatory bodies within the environment. The knowledge of such requirements can help founders to act within the rules to meet those demands and institute an efficient means of delivering their sport programs within the existing regulations. For example, during the creation process founders can work within the rules to meet equipment and facilities requirements to facilitate the emergence of the organization. The difficulty in meeting equipment requirements can to be surmounted by the founders' ability to collaborate with existing sport agencies to solve complex facility and equipment problems. The actions of founders can further lead them to "discover" more facilities and equipment regulations in the creation process, which can influence their perception of the environment as being more or less complex.

To summarise, VSO founders can face challenges presented by complex environmental conditions that range from cultural issues, demographics, and public policies to delivery requirements. Founders can take effective actions, based on their experiences, to either conform to the demands of those complexities or defuse them.

The results of such actions can lead founders to perceive the environment as being more or less complex. This is reflected in the following orienting proposition:

> **Orienting proposition 2**: Founders' preconceptions guide their selective organization creation actions to either meet or neutralize the demands of environmental requirements that, over time, bring the complexity of the environment into being in particular ways.

3. Environmental Dynamism

Environmental dynamism refers to conditions that are characterized by unpredictability, absence of pattern, high turnover, and change (Stonebraker & Liao, 2006). Dess & Beard (1984) define environmental dynamism as the conditions that determine environmental instability and stability, turbulence, and the rate of uncertainty and change. Stated differently, environmental dynamism "represents the level of environmental volatility or the unpredictability of change" occurring within environmental patterns (Heeley et al., 2006, p. 1518). Dynamism relates more specifically to unforeseen external events that result in uncertain trends within the environment. Other dynamic issues are concerned with random changes associated with matters such as competitors' actions, members' or clients' behaviours, and market patterns that dictate changes in organizational activities (Heeley et al., 2006; Sharfman & Dean, 1991). VSO founders' awareness and knowledge of dynamic environmental trends such as weather patterns and the interest in new sports can guide their organization construction activities and influence their perception of the environment.

Implications of enacted dynamic environments for VSO formation

Founders' familiarity with changing trends in the environment such as population dynamics, sport interests, and economic uncertainties, prior to starting their organizations, can dictate their creation strategies and influence how they see the environment. Founders, through information seeking, research, and experience can be aware of how the environment is changing in terms of weather conditions, population, socio-economics, and sport interests.

Unpredictable climatic conditions

Founders' familiarity and awareness of climatic patterns and how they can affect facility and equipment supplies as well as delivery of programs, prior to the commencement of the organization, can influence their perception of the environment and outline their organization creation behaviours. VSO founders, through information retrieval and their personal experiences, can have good knowledge of climatic dynamics within which they operate. Such knowledge of the seasonal variations can help founders in their short and long-term strategic planning to provide safety and contingency measures and access required equipment and facilities for the organization's programs.

The foregoing actions of founders during the organization creation process can provide founders with more insights into the dynamic or stable nature of the environment, which can make them perceive the environment as being certain or unpredictable. Having good knowledge of the weather conditions prior to the beginning of the organization can make founders undertake an evaluation and assessment of their equipment needs to determine whether or not they can withstand

and support organizational activities throughout the year or the seasons of operation (Aldrich, 1979). Founders can work to ensure the promotion and protection of their sport interests by accessing facilities that suit their sport needs. Again, founders can work with the public and facility agencies to ensure that such equipment and facilities are at least accessible both in the short and long terms to guarantee the organization's activities. The outcomes of founders' creation actions can convince them that the environment can or cannot support the creation of the organization within the prevailing weather conditions in terms of providing sophisticated facilities such as modern outdoor and indoor arenas.

Changing trends of population

Founders' information on population dynamics before deciding to create an organization can shape their perceptions of the environment and influence their target membership. Founders of VSOs can study population surveys and census indicators and determine the trends and the rate at which the target membership is adding up or decreasing in the environment due to an influx of immigrants or the relocation of migrants. A case in point was the creation of the Alberta Figure Skating Association in the early 1980s, which in part was attributed to the considerable growth in the population of Alberta at the time (Campbell, 1984). As more people who had skating interests moved to live in Alberta, the association saw tremendous growth in membership. Founders of VSOs within an environment that is characterized by the influx of new immigrants can structure the organization's programs to attract newcomers. Based on how immigrants respond to founders' strategic campaigns,

founders can conclude that the environment is either changing or not in terms of how newcomers move in with their various sport interests.

Unpredictable socio-economic changes

Before constructing their organizations, founders' knowledge of stability or uncertainty in the socio-economic trends of a place can influence how they see the environment and how they carry out their organization creation actions. Founders of VSOs can face challenges of unpredictable social and economic dynamics such as potential members relocating, losing a job, and losing confidence in leadership or interest in the organization's programs. By maintaining contacts with members and soliciting their opinions through surveys, interviews, and dialogue, founders can "discover" how socio-economic trends impact organizational activities. The ability of founders to understand the changing patterns of the socio-economic realities can facilitate their strategic actions to mitigate the effects of such turbulent environments. For example, founders can portray the role of the organization as private and voluntary in nature and maintain its goals and intentions as public-oriented (Salamon & Anheier, 1997). This action by founders can encourage newcomers, job losers, and people who are temporally relocating to participate in the organization's activities on a voluntary basis. Founders can use VSO programs in such situations as a means of providing newcomers and job seekers with a place to meet, socialize, and integrate. The responses founders receive from such activities can influence their perception of the environment as being more or less dynamic.

Changing sport interests

Founders' information on how sport enthusiasts crave new sport experiences and seek new sport avenues can shape how the founders see the environment such that they adjust their creation actions. Founders of VSOs can identify the frequency or the rate at which individuals are switching and joining new sport organizations by reviewing available reports on trends of participation in recreational sports. They can also "discover" through surveys and interviews how people are associating with new sport programs as a result of changes in participants' sporting behaviours. People generally have the attitude and desire to experience new things in life, and individuals have the tendency to change from one sporting experience to the other for various reasons: curiosity, interest, popularity, or weather influences. For example, the interests of indoor soccer enthusiasts can change from indoor soccer to ice hockey or mountain climbing depending on the prevailing weather situation. Founders' view of the environment as being dynamic in terms of individuals changing their interests in particular sports can either be confirmed or denied based on the results of founders' investigations.

Furthermore, founders can be vigilant and watch out for changing elements such as diminishing governmental support or general attitude towards the intended organization. Founders' understanding of what is going on around them among sport lovers can influence how they see the environment and guide their organizational formation activities and action plans. Thus, founders' familiarity with and understanding of existing cues of changes in the environment can guide their actions and lead them to see the environment as more or less dynamic. The outcomes of those

actions can further reveal how those dynamic trends can impact (challenge/promote) the emergence of the organization. Again, founders can either deal with the effects of environmental dynamism or take advantage of those changes in the creation processes. This leads to the final orienting proposition of this study:

> **Orienting proposition 3**: Founders' preconceptions shape their selective organization creation actions that, over time, bring the impacting dynamic trends of the environment into being.

In summary, organizational theorists have conceptualised organizational environments as either objective, perceived, or enacted and have focused most studies on the relationship between organizations and their objective environments. The reified environment is seen as separate entity from organizations and provides critical resources that organizations need to cross boundaries to access. The nature of the reified environment and its resource distribution is classified in terms of munificence, complexity, and dynamism.

However, the enacted view of the environment upholds the notion that organizational players, informed by their experiences, preconceptions, history, interest, and perceptions, undertake organization actions by responding to selective stimuli within the environment. The outcomes of those actions and activities, over time, lead them to perceive the organization's environment as being more or less munificent, complex, and dynamic as asserted in the three propositions. The environment, in the world of an enactment theorist, is not a separate or fixed entity from the organization but it is a creation of organizational players that evolves with the organization.

- Chapter 3 -
METHODOLOGY

A. Introduction

The current attempt to investigate the processes through which organizational environments are constructed to impact on the emergence of VSOs must be seen as exploratory research (Neuman, 1997). In general, exploratory research is well suited to investigating phenomena that are procedural in nature as it allows for the identification, examination, explanation, and documentation of observable elements of study (de Vaus, 2001; Royse, 2004; Yin, 1994). It is for this reason that the method of investigation adopted to uncover the enacted processes of organizational environments in the creation of three VSOs is non-numerical (qualitative) in nature.

The principal modes of data collection were participant observation and interviews with multiple informants from the three organizations. Archival and documentary analysis was also conducted to reconstruct the processes through which environments were enacted in the establishment of the organizations (Marshall & Rossman, 1995). The coding and management of interview data were done within Atlas.ti, a microcomputer textual analysis program, so as to facilitate easy retrieval of themes of interest (Bickman & Rog, 1998). Content analysis was employed to discover and examine the enactment processes of environmental elements in the creation of the organizations (Dutton & Dukerich, 1991; Royse, 2004).

B. Case Study Design

The investigation described below is a case study design (de Vaus, 2001; Yin, 1993; 1994) adopted to explore the diverse processes that founders of VSOs undertook to produce supportive environmental conditions in the creation of

organizations. Yin (1994) defines a case study as "an empirical inquiry that investigates a contemporary phenomenon within its real-life context..." (p. 13).

The case study research design was chosen over other methods because it allowed the subjection of propositions to scientific investigation through the study of selected cases to either substantiate or disprove theoretical assertions (de Vaus, 2001; Yin, 1993). It also facilitated a contextual and deeper understanding of enacted environments within the formation of three organizations on a case-by-case basis with no concern for generalization to a larger population (Adams & Schvaneveldt, 1985).

The appropriateness of adopting a case study strategy was evident in the fact that the researcher did not need to introduce interventions into contextual conditions but rather investigated the organizations in their natural settings (Adler & Adler, 1988; de Vaus, 2001; Dutton & Dukerich, 1991; Gephart, 1998; Gubrium, 1988; Maanen, 1998). This provided reliable information and rich data for the examination of the phenomenon under study (processes of enacting organizational environments). A case study approach allowed for a variety of data collection methods including analysis of organizational documents, interviews, and participant observation and permitted a flexible approach to multiple data analysis techniques including content analysis and computer-aided analysis (Bickman & Rog, 1998; Yin, 1994).

The major limitation associated with a case study approach was the fact that its focus was on few cases, which made the generalization of findings impossible. The good thing was that the purpose of the study was not for generalization but for application of the enacted theory of the environment to situations of organization formations (Adams & Schvaneveldt, 1985; Singleton, Jr. & Strait, 1999).

C. Selection of Cases: Purposive Sampling

In selecting appropriate cases for investigation, a non-probability technique of purposive (expert judgment) sampling (Royse, 2004) was used to select three cases based on the following criteria: (1) availability of key founders, players, and other members who had historical knowledge of the organization prior to its establishment, (2) accessibility of historical records and archival documents, (3) the presence of yet-to-be created and newly-created organizations, and (4) organizations that exhibited true characteristics of a VSO such as voluntary membership (those founded and run by volunteers). Finally, for practical reasons, the cases needed to be located in Edmonton and its immediate surroundings because the study was delimited to the said location and VSOs that were formed outside the delimited area were thus out of the case selection.

In considering the appropriate selection of cases in the light of conditions described above, the following sampling methodology led to the selection of three cases. First, the researcher advertised for informants who were involved in VSOs and other sport club's that fit the selection criteria (see appendix B). Second, places of interest like Percy Page Centre in Edmonton, Edmonton Parks and Recreation Centre, Volunteer Centre in Edmonton, and Campus Recreation Office of University of Alberta were visited for more information on VSOs that fell within the stipulated criteria. Out of the generated long list of VSOs that the sampling method provided, three organizations were selected: University of Alberta Scuba Appreciation Club (UOASCUBA), University of Alberta Powerlifting Association (UAPA), and The Recreational Soccer Club (RSC).

Purposive or judgmental sampling is an acceptable kind of sampling for qualitative exploratory research where the judgment of an expert is used to select cases with specific purpose in mind (Neuman, 1997; Royse, 2004). Purposive sampling was appropriate for three reasons: first, it allowed for the selection of unique types of VSOs that were specifically informative for investigation; second, it permitted the selection of pertinent informants who would have been rather difficult to access; and third, it was appropriate for identifying yet-to-be created, emerging, and established VSOs for in-depth investigation (Fontana & Frey, 1994; Maanen, 1998; Marshall & Rossman, 1995; McCracken, 1988).

The basic disadvantage of all non-probability sampling is the fact that findings are not suitable for generalization, for which the proposed study is not intended. The purpose of the study was not to generalize findings to the population of VSOs but to gain a deeper understanding of the enactment processes of environments in the creation of VSOs.

D. Methods of Data Collection

(i) Participant Observation

Participant observation was used to collect data first hand in two of the three organizations studied: UOASCUBA, where the organization was yet to be established and UAPA, where the organization was less than a year old and still emerging. First, the researcher enrolled as a member of UOASCUBA to participate in the entire process of the organization creation. The researcher signed up as an active member on the group e-mail to receive progress reports on the creation process. With UAPA, the researcher joined the club as a beginner powerlifter, interacted with members,

attended training sessions and meetings. The researcher took an unobtrusive position during meetings and sharing periods to view the processes of interest (Gephart, 1998; Royse, 2004) without changing or influencing the normally occurring discussions. Notes were taken and permission was sought to record proceedings of meetings to help the researcher capture every sense-making procedure that transpired at meetings.

The use of participant observation as a qualitative research tool (Dutton & Dukerich, 1991; Gephart, 1998; Royse, 2004) allowed the researcher to be fully immersed and engaged in the creation activities of organization founders through observing, attending meetings, listening, and sharing in the creation experience. The method allowed the researcher to examine the phenomenon of enacted environments within a natural context as it was happening (Bailey, 1996; Gephart, 1998).

Participant observation as a data gathering technique was time well spent to learn about the formation of VSOs and to broaden my understanding of the entire process of how founders enact the environment of organizations. It also permitted constant observation, recording, and note taking of proceedings, which enhanced the reliability and validity of the data collected (Bailey, 1996; Royse, 2004). Participant observation was disadvantaged in the areas of greater time commitment since observations did not happen within a day but over a period of time. As well, the management of the field notes and recorded data was quite time consuming.

(ii) Unstructured Interviews

Unstructured interviews were conducted with founders, members, and volunteers of all three organizations through oral, face-to-face communication (Fontana & Frey, 1994; Marshall & Rossman, 1995). With unstructured interviews,

informants (e.g. players, founders, volunteers) were asked to give an account of how their organizations got started, what influenced the creation processes, what problems were encountered, and how they instituted measures to overcome foreseeable problems (see appendix A for sample interview questions). The responses to those questions allowed the researcher to gain insights into specific creation processes that founders of VSOs pursued that enacted the environmental conditions.

This data gathering technique allowed the researcher to probe for clarification, completion, and further information during the narratives (Hall & Hall, 1996; Singleton, Jr., & Straits, 1999). In effect, the in-depth interviews did not limit the type of data that was obtained, as lead questions facilitated useful insights into the processes of activities that founders undertook during the establishment of the organizations. Unstructured interviews were an appropriate data gathering technique as they allowed informants the freedom and flexibility to systematically recount the actual processes of activities. Despite the above advantages, it was time consuming to transcribe and analyze unstructured interview data due to the large amount of data generated (Marshall & Rossman, 1995; McCracken, 1988).

Interviews were arranged through telephone calls and e-mails. They were conducted at places agreed upon by both the interviewer and the informants. An unobtrusive miniature tape recorder was used in recording all interviews. Permission was sought from respondents before any recording was attempted (Marshall & Rossman, 1995; Punch, 1986). Formal letters of consent were signed by respondents to clarify ethical issues. Recorded data facilitated easy organization, accessibility, and analysis. Notes were also taken in writing as much as possible. Audio-tapes were

labelled by the initials of informants and the dates of interviews for easy data retrieval and management (Fontana & Frey, 1994; Punch, 1986). The total number of interviews conducted was fifteen, comprised of four women and eleven men with each interview lasting between thirty and sixty minutes. The number of interviews conducted was sufficient due to the case study approach adopted, which did not require numerous samples but few cases for verification of enactment processes of organizational environments (Yin, 1994).

(iii) Selection of Informants: Snowball Sampling Technique

After contacting the initial founders and volunteers through e-mails and phone calls, the snowball sampling technique also known as network chain referral or reputational sampling method (Hall & Hall, 1996; Royse, 2004) was used to locate potential informants within the organizations. This sampling method, which is a widely accepted research technique and seen as useful in exploratory research, was suitable for identifying several individuals directly or indirectly as initial informants provided leads (Neuman, 1997; Royse, 2004). The use of the snowball method helped to spread out the interview network to cover other members who were involved in the creation process of the organizations such as volunteers and participants with a long history of involvement.

The major disadvantage of snowball sampling was the fact that, as a non-probability sample technique, it did not give a clear representation of all potential respondents of VSOs and, for that reason, did not allow for generalization of findings to a larger population (Neuman, 1997; Royse, 2004). This problem was not much of a concern since, as a case study, the purpose was not for generalization but for deeper

understanding of the concept of enactment processes of organizational environments in the creation of VSOs.

(iv) Review of Organizational Documents

Whenever it was possible, documents such as minutes of meetings, constitutions, organizational records, letters, e-mails, and website postings were reviewed. This was done to uncover as much information as possible on organization formation activities of the selected cases that might have eluded informants during interview sections. Documents of organizations were usually about human behaviour, social conditions and processes, formal policy statements, and correspondence as well as important events that took place within the organizations (Adams & Schvaneveldt, 1985; Marshall & Rossman, 1995). The review of organizational documents was a good source of concrete historical evidence of conditions under which the VSOs emerged. Documents such as organizational records, minutes, e-mails, and web page materials gave a fair description of situations that triggered the emergence of the organizations.

E. Data Analysis

(i) Content Analysis

Content analysis was employed to manage the large amounts of qualitative data yielded by the interview technique, participant observation, and review of documents (Marshall & Rossman, 1995). Content analysis is a research tool for the scientific study of meanings of key ideas, categories, and themes as well as words contained in records, communications, and observation notes (Hall & Hall, 1996; Singleton, Jr., & Straits, 1999). Content analysis has two basic forms: manifest

content analysis and latent content analysis (Adams & Schvaneveldt, 1985; Newman, 1997).

The difference between the two types of analysis is that manifest analysis focuses on the content of the data as it exists, for example, by counting how many times particular words, phrases, and terminologies that have been judged as central or critical to the issue at hand are used. For instance, how many times did founders of the three VSOs mentioned critical resources, stringent unfavorable rules, and changing sports trends in the interview data? Thus, manifest content analysis reflects a quest for numerical objectivity in the analysis of data and, by so doing, places emphasis on specificity of understanding but negates, to a considerable extent, the richness of details that can be obtained through the unstructured interview data. Manifest content analysis, though it gives high reliability, it has a disadvantage in terms of validity (Pitter, 1987; Royse, 2004). The nature of manifest content analysis makes it more suited for definitive and representative investigations (Royse, 2004).

In contrast, latent content analysis requires the review of an entire data set in order to identify its major thrust or intent (Royse, 2004). It is a means of discovering the subtleties and underlying depth of meaning in a given set of data. For example, instead of counting the number of times informants mentioned critical resources as in the case of manifest analysis, latent analysis examines the concealed, hidden, or underlying meanings of the mentioned resources such as facilities, players, and referees to the phenomenon under study. Latent content analysis is concerned with depth of understanding and places emphasis on the desire for validity and the need to ensure that the particular measure employed reflects accurately the true meaning of

the issue at hand. The nature of latent analysis makes it more suitable for exploratory and indicative investigations (Adams & Schvaneveldt, 1985; Pitter, 1987; Royse, 2004).

The rationale for employing latent content analysis was, first, the nature of the study was closer to exploratory and indicative than definitive and representative. Thus, the purpose of the study was to explore the enactment processes of organizational environments in the creation of VSOs, but not to define those processes. Second, latent content analysis was more appropriate for analyzing interview and documentary review data to capture the true understanding of enactment processes of VSO environments. The method successfully restored order to unorganized documents and interview data, allowed the examination of hidden meanings, and maintained reliability with greater validity of outcomes (Royse, 2004). Third, latent analysis made possible the systematic description and categorization of verbal, nonverbal, and visual images into a set of environmental dimensions. It is very sensitive to analysis of context and symbolic forms and, therefore, very suitable for analysis of qualitative data derived from interviews, participant observations, and review of documents. Fourth, due to its focus on high reliability, latent content analysis would permit other researchers to consistently follow the method and come up with the same results that reflect the data.

(ii) Data Management and Analysis

Using latent content analysis, the data obtained from participant observation were analysed in three systematic steps. First, the researcher carefully read through the field notes during which information/quotations relating to Dess and Beard's three

dimensions of the environment were coded in three different colours – green for perceived munificence, red for perceived complexity, and yellow for perceived dynamism. Second, the names of founders and participants either talking or taking action during meetings and fundraising gatherings as well as dates of events were marked with brown colour. Third, the coded quotations were extracted verbatim and placed under perceived munificence, complexity, and dynamism in a table. The coded data was further subjected to latent analysis to uncover the true meaning of enactment processes of the organizations' environments.

(iii) Computer-Aided Analysis

First, the interview data was transcribed verbatim from the fifteen different tapes in Microsoft word, which yielded over two hundred double-spaced pages. Second, the transcribed document was saved as text file and placed in Atlas.ti, a microcomputer-textual analysis program, to facilitate easy coding and retrieval of themes from the transcribed data (Hall & Hall, 1996; Gephart & Wolfe, 1989). Third, three codes were developed, based on Dess and Beard's three dimensions of the environment, to extract evidence of enactment processes of each category - perceived munificence, perceived complexity, and perceived dynamism. Fourth, the interview data was read through several times and founders' verbal statements were coded into appropriate category of the environmental dimensions, which eventually organized the aggregated interview data into three sets of files. Fifth, information pertaining to each file was placed under the appropriate environmental dimension in the results section, which was further subjected to latent content analysis to uncover the

underlying meaning of each of the categories in the enactment processes of the organizations' environment.

The use of Atlas.ti helped the researcher to categorize evidence of perceived environments into the three dimensions of the environment. The computer-assisted program provided an efficient means to sort, code, and store data (Hall & Hall, 1996). Thus, sorting out the specific perceived environmental conditions into dimensions of munificence, dynamic, and complexity was made possible even with a large, unorganized, qualitative dataset. Again, computer-assisted analysis provided opportunities for editing to extract essential information pertinent to the study (Fontana & Frey, 1994; Gephart & Wolfe, 1989; Hall & Hall, 1996).

The major disadvantage associated with the use of microcomputer-assisted analysis of data was the fact that it did not interpret enactment processes and enacted environmental influences on VSO creation per se. It was also time consuming as large amounts of data and files needed to be read over and over again for coding of relevant themes (Gephart & Wolfe, 1989).

Finally, data obtained from organizational documents such as minutes of meetings, constitutions, organizational records, letters, e-mails, and website postings were analysed using latent content analysis. First, each document was read independently to ascertain its relevance to the study. Second, three different colours were used to code relevant information into Dess and Beard's three environmental dimensions – green for perceived munificence, red for perceived complexity, and yellow for perceived dynamism. Third, brown colour was used to notate names of individuals and dates of events. Fourth, notated information was extracted verbatim

and placed under the right category of the three environmental dimensions in the results section of the study. Finally, the extracted information was analysed for deeper understanding of the foundations of enacted environments in the creation of the three organizations.

Analysis of documents produced useful dates of events and names of individuals, which either confirmed or contradicted the interview data. The review of documents had an advantage of being one of the most unobtrusive research techniques (Marshall & Rossman, 1995); nonetheless, some of the documents were irrelevant to the study, which required more time commitment to sort out.

In summary, the methodology employed was a qualitative approach to investigating how VSO founders construct part of the requisite organizational environments in the creation of VSOs. The methodology employed a case study design, participant observation, unstructured interviews, and analysis of organizational documents as a complementary means of investigation.

- Chapter 4 -
RESULTS

Introduction

This chapter presents evidence of how founders' perceptions and preconceptions have formed the basis of their organization creation actions, which have led to the "discovery" of the environments of three sport organizations in particular forms. In Case A, where the founder was yet to establish an organization at the time of the study (and thus no organization was in existence), the formation of University of Alberta Scuba Appreciation Club (UOASCUBA) is studied. In Case B, the creation of the newly established University of Alberta Powerlifting Association (UAPA) is investigated. UAPA, during the study, was less than a year old and was still emerging. Most of its formation campaign activities such as membership drive were in progress. In Case C, the construction of the Recreational Soccer Club (RSC), commonly referred to by members as "the Club", is studied. RSC, at the time of the study, had been in existence for well over a period of six years with most of its organizational structures and administrative mechanisms in place.

The presentation of the findings is divided into three main sections that correspond to the three cases of investigation. Each section is sub-divided into four headings. First, an overview of each organization's background opens the presentation of the findings. Second, founders' preconceptions and background characteristics are presented. Third, how founders' preconceptions and background knowledge have influenced their perceptions of the environment is reported within Dess and Beard's (1984) proposed environmental dimensions. Fourth, an analysis is carried out of how founders' preconceptions and experiences have guided their

organization creation actions, the results of which, over time, have brought the environments into being in particular ways. In all cases, the analysis evaluates the degree to which each of the three propositions are supported or rejected by the results. Attention is also drawn to how the founders' view of the environment could have been otherwise in all cases had they assumed different things or taken different actions.

Case A
University of Alberta Scuba Appreciation Club (UOASCUBA)

Background

The acronym "SCUBA" stands for Self-Contained Underwater Breathing Apparatus. Divers depend on this apparatus to perform their autonomous underwater operations. UOASCUBA aims at showing appreciation for rescue and recreational dive organizations the world over and to promote diving as a recreational sport in Edmonton. The club also seeks to bring together all interested students of U of A who are already divers or who want to learn diving on campus. The focus of the proposed club is to establish a formidable membership base on U of A's campus and across the city of Edmonton and to network with other divers within the provinces of Alberta and British Columbia.

The building of a strong membership base and networking with other similar clubs within and outside the province of Alberta has the principal motive of accessing information regarding diving pools and diving equipment (gear) and facilitating diving trips as well as sharing diving experiences and costs. The group hopes to create awareness among the university community and beyond about the importance

of diving and to campaign for the incorporation of diving as a recreational endeavour into mainstream sports. They believe that diving needs to be incorporated into mainstream/conventional recreation sports and be pursued by students as a recreational and fitness lifestyle on university campuses. The group also has the objective of promoting interest and participation in both skin and scuba diving among students, staff, and community members in and around campus.

The campaign for the establishment of the proposed organization started in February of 2006 and, by December of the same year, the founder had compiled over ninety names as interested (active or auxiliary) members. In March of 2007, the organization formation process had passed well over the "pre-organization stage" to the "organization emerging stage" where the group had started planning initial dive trips and organizing some social activities. The creation effort of the founder was followed for eight months and presented below are the founder's background characteristics and brief history, which have formed the foundation of his preconceptions of the organization's environment.

Founder's Background and Preconceptions - UOASCUBA

UOASCUBA was being formed by a group of U of A students under the leadership of a resourceful third year international student. The group members ascribed to this international student most of the pre-organization construction initiatives and described him as the architect and founder of the organization. John (pseudonym), the founder, is a native of a region where scuba diving is a common sight and forms an integral part of the region's sports culture. Before moving to Edmonton about three years earlier to study at the University of Alberta, John had

been involved with the organization of various diving activities in his country of origin. For instance, he had previously formed and managed a scuba club, organized diving expeditions, and managed recreational diving in his home country. Before initiating UOASCUBA, John had taught fundamental diving skills to several beginners who enrolled as members of the organization he helped to found.

> "…I am an international student and I came to U of A about two/three years ago and I wanted to dive, like I used to dive and teach diving back home. I am a member of scuba club I helped to create and manage sometime ago in my country… and, like so many other students up there looking for places to dive, I wanted to continue diving here in Edmonton... So, I had always wanted to start a scuba diving club since I came to the university but I have not been able to and, finally, I am just starting…"(Interview with John, April 2006).

Before moving to Edmonton and embarking on the creation of UOASCUBA, John, with the help of his friends, had successfully organized community scuba diving in his home country. He had practiced diving since his childhood years in the community where he grew up and, to help mitigate the community's numerous equipment hindrances, he helped bring the divers together to formalize their diving activities. He succeeded in convincing many of his friends to support the creation of the club with the hope of finding solutions to their common equipment needs. As the leader of the organization, John was responsible for recruiting new members, organizing dive trips outside the community, and initiating equipment and facilities arrangements. He was also involved with sponsorship campaigns, the training of newly recruited members, and general management of the organization. He had remained committed to diving, which appeared to have followed him to his new home in Edmonton.

> "I have been diving since my childhood back home on the island with my friends, but we needed equipment for more sophisticated diving. We needed the scuba gear, the snorkels and others, which were very expensive and beyond our means. So, I brought

in the idea of forming a club and using that to ask for monetary assistance from dive organizations and many of my friends welcomed the idea. They made me the leader of the group and I was to look for sponsors, members, and also train those who were new to diving. So, when I moved to Edmonton, I wanted to continue diving" (Interview with John, April 2006).

Furthermore, having lived in Edmonton for over three years, John knew a lot about the city and its prospects for scuba diving through his exploration for diving avenues in the metropolis prior to the launching of the club. He also, through interactions with his peers, knew in advance many potential U of A student divers who were ready to support his intention to create an organization. During his orientation as a student, John became aware of organizations such as U of A Campus Recreation, the Aquatic Department, and Alberta Underwater Council (AUC). He had information on programs offered by the said organizations prior to the launching of his organization. He was well aware of the available diving spaces, lakes, pools, and dive stores as well as insurance regulations before the commencement of the organization.

"…I talked to Campus Recreation and gathered some information on club formations before starting this club…They have some insurance laws, which I am aware of …like, if half of our members become members of the Alberta Underwater Council (AUC), we can get general liability insurance for $10 a year with sanctioned events that come off in Alberta… There are other information I have gathered, for instance, there are many beautiful pools, lakes, and dive stores up there I have contacted" (Interview with John, April 2006).

To summarize, John, having grown up in a region where scuba diving was a daily activity, and having been involved with the construction and management of a voluntary diving organization, possessed tremendous managerial background and experiences prior to the inauguration of UOASCUBA. He knew of insurance requirements, organization formation policies at U of A, and pools and lakes that were available for use in Edmonton and its environs before forming the club.

Founder's Perception of the Environment - UOASCUBA

John's background experiences, his previous knowledge of the organization's environment, his organization creation experiences, his leadership, and his managerial capabilities seemed to have influenced his perception of the environment in particular ways. First, John perceived the environment as very munificent, as being full of the needed resources, and receptive to the organization's creation. Second, he perceived the environment as being somewhat complex, full of rules, regulations, and requirements, which posed various challenges to the formation of the club. Third, he perceived the organization's environment as being very dynamic and evolving, which was seen, in some cases, as accommodating and supportive to the construction of the new club and, in other cases, as very challenging.

Perceived munificence: The stimuli that led the founder to conclude that the environment was very munificent to accommodate the creation of the scuba club were his earlier information, before the initiation of his organization, on scuba divers, volunteers, sponsors, and dive organizations, as well as information on the availability of facilities and equipment. An interview with Jason (pseudonym), a member of the group, confirmed that John knew students and classmates who wanted to volunteer and participate in the formation of the club well ahead of time and, therefore, perceived the environment to be very munificent.

> "…He knew there were many people who wanted to dive and volunteer to help with the setting up of this club before we started about three weeks ago. He is in the process of putting in place an executive team of about ten members. He is in contact with many student divers who want to volunteer and support this idea. Though he has not yet fully delegated, which I hope he will do…" (Interview with Jason, April 2006).

Prior to initiating the formation of his club, John had relevant information pertaining to scuba diving in Edmonton and the construction of students' sport

organizations at U of A as well as potential sponsors within the environment. Consequently, he perceived the organization's environment to be very munificent with respect to accessing insurance, sponsors, dive stores, equipment and facilities. He also perceived the environment to be very receptive to the formation of the club due to his prior knowledge of the presence of dive organizations like the AUC. My conversation with Jim (pseudonym), one of the initial participants, quoted the founder to confirm the latter's prior information on scuba diving.

> "We are told by (John), our leader, that The Alberta Underwater Council … has agreed to help us with some grants … they will help us with certain fundraising issues … sponsor some of our prizes and post up our club's events on their websites… (John) made us understand that one sponsor is actually promising us plain t-shirts, which we are going to print out and sell for $5 per t-shirt for registered members only…" (Interview with Jim, April 2006).

During his three-year stay in Edmonton, John became aware of several dive stores that were scattered around Edmonton and its environs and, therefore, perceived the environment to be very supportive in providing needed gear/equipment. At one of the initial meetings, a registered member wanted to know from the executives what plan they had in place to make scuba gear accessible to members. John answered:

> "…There are several dive stores in Edmonton we can access for our immediate equipment needs. We are hopping to build up our own equipment stocks, maybe a couple of sets of gear just for the club's use, and eventually build it up over the next year or two to have enough to rent out to members at cheaper rates…" (General meeting, May 2006).

John was familiar with Edmonton's Transit System (ETS) and knew of other transportation options such as car-pooling within the environment before starting the organization. Due to that earlier information, he perceived the environment to be very munificent in providing required transportation during the club's dive trips in and outside Edmonton. As a result, John planned to adopt car-pooling and transit buses as

alternative means of transportation. Below is an excerpt of John's speech to members at a fundraising event:

> "…With the bigger trips nearby, we can just get on the transit buses to cut cost to members. With smaller trips to out-of-town sites, we will arrange to car-pool interested members to reduce the cost of transportation to members" (Fundraising meeting, June 2006).

Furthermore, John was aware of a dive certification program that was available at U of A, which members could access to upgrade their diving skills. He, therefore, encouraged prospective members to register for the program, take advantage of the opportunity, and improve on their diving skills. John's munificent perception of the environment was captured in the following field note:

> John made participants aware that there was a university-based open water program with a dive certification course that was accessible to all students… He was not very sure about how to enrol for that program, but said he would look for more information on that and communicate to everybody through e-mails and on the website as soon as he got the information (General meeting, May 2006).

Finally, the founder knew of pools they could adopt in Old Strathcona, a suburb in Edmonton, for the club's diving activities prior to the construction of the organization and, therefore, perceived the environment as very munificent to support the formation of the intended club. For that knowledge, he was very sure of accessing needed facilities at affordable rates to support the creation of the club. Answering a question on how to access pools and lakes during a general meeting, John had this to say:

> "We are going to set up this program, I don't know how to call it; it is cleaning the pools at Old Strathcona. Cleaning the Strathcona pools will have two benefits–we will get a place to practice our diving, and it will be free of charge. We will just board and get in the water and clean the pools so that we can use it for free…"(General meeting, May 2006).

To summarize, the founder, thus far, perceived the organization's environment to be very munificent to accommodate the construction of the intended sport club

because of his prior information on sponsors, volunteers, and dive stores among others. His perception of the organization's environment as being munificent and receptive to the construction of the club seemed to have steered his organization creation behaviours and actions.

Perceived complexity: Prior to initiating the creation of the organization, John knew about the bureaucratic, demanding rules and regulations that governed the construction of students' club at U of A and, therefore, perceived the environment as being somewhat complex. Before beginning his club, John learned through meetings with Campus Recreation officials that there were procedures in place that needed to be followed by prospective club founders, which made him perceive the organization's environment as being complex to some extent. Janet (pseudonym), a female member of the executives, expressed how the founder and executives viewed the complexity of the environment:

> "We were told of the requirements of forming students' club at a meeting with Campus Rec. There were so many rules, like we needed to write a constitution… rules about who could be a member and who could not join…We needed to have 2/3 of our members being registered full-time students. They needed some guidelines for the club's activities, what we intended doing and what the objectives of the club were. The objectives should meet the requirements of students' club regulations and all planned activities needed to be sanctioned by the university clubs' activity committee to ensure the safety of members" (Interview with Janet, April 2006).

John also knew in advance of the stringent university policies on insurance, liability, and negligence pertaining to students' club formations before beginning his organization creation campaign, which made him perceive the environment as being somewhat complex and challenging. He learned of university policies on students' clubs constructions at a meeting with risk management officials at U of A before his

organization formation initiative. His previous knowledge of the university policies convinced him that the environment was to some extent complex:

> "We have some challenges…our biggest challenge will be meeting liability and insurance requirements. The insurance has been a big issue with the setting up of the club. We met with an official from the risk management department couple of days ago, and she will be helping us to solve some of the insurance problems with the pools and lakes… Without insurance, we are told, we cannot go on dive trips. We need to work hard on that to make sure we are not frustrated in the end" (Interview with John, April 2006).

Thirdly, before commencing his organization creation activities, John knew of pre-conditions that were attached to some sponsorship packages within the environment through his pre-organization consultations and, as a result, perceived the organization's environment as being somewhat complex. His perception of the environment as being somewhat complex was associated with his prior information on sponsorship packages that required putting the sponsor's name on the club's programs, and club members cleaning and adopting sponsor's pool. An interview with Jaime (pseudonym), another female participant, revealed the founder's complex view of the environment.

> "… (John) told us there were couple of organizations he contacted before starting the club, but they were not interested in sponsoring us. On campus, the aquatic office has scuba gear, he talked to them and they would not let us take it out of campus. They would only rent it to us if we wanted to use their pool and practiced in their pool. He also made us aware that there were other pools in town but until we helped to clean the pools they would not let us use them...According to (John), there were others who wanted us to adopt their names and include them on our programs to qualify for their sponsorship dollars" (Interview with Jaime, May 2006).

Furthermore, as an experienced diver, John had good knowledge of what constituted standard and required full gear prior to the beginning of the organization and, consequently, viewed the environment as somewhat complex and challenging to the organization founding effort. He perceived the standard full gear as both complex and costly and thought that possibly very few members could afford the equipment

during the formative period, which was seen by him as a hindrance to the club formation. John described the full scuba gear:

> "…First of all the basic one is just the fins, the mask, and the slow go. After that, we have the scuba gear, which is the BCD, the inflatable jacket… We have the tank that is attached to the BCD at the back, and we have the regulator, which goes through the mouth to the tank. And there are a number of other hoses that are attached to the inflated BCD and to the tank… There are other things in the gear to measure oxygen, we have the pressure metre guide, the gage, and the compress… We are going to buy in sets, if we buy individually the gear can cost up to $4000... Generally, with the gear one can spend about $1600 to $4000 and even more, if one wants to put that much money into it for the full approved standard gear" (Interview with John, April 2006).

In sum, prior to the initiation of UOASCUBA, John had earlier knowledge of stringent policies for starting students' clubs at U of A on insurance, membership, and constitution writing for which reason he perceived the environment as somewhat complex. Again, he knew of conditional sponsorship packages and requirements of standard gear before starting his club, which appeared to have made him perceive the environment as somewhat complex.

Perceived dynamism: Before launching his organization, John was convinced that the environment was very dynamic due to what he knew about climatic patterns or seasonal variations in Alberta, multicultural population dynamics of U of A, and the worldwide popularity of scuba diving. He perceived the climatic conditions as constantly changing and difficult to predict which, according to him, determined the availability of dive facilities (pools and lakes) and made the rental prices of the available facilities unstable during winters and summers. John expressed the climatic variations and their effects on availability of dive facilities:

> "…There are several swimming pools and lakes, but their rental prices change in the winters and in the summers… The prices are different all over the places. Even at the university, if you are campus recreational group, it is $38 per hour with the university pool, if you are non-campus recreational group…it is $58.50 per hour. But pools outside the university charge according to the weather conditions" (Interview with John, April 2006).

Again, before commencing his club formation, John knew of the multicultural nature of the student population on U of A's campus and was familiar with the resultant changes in recreational sports delivery, which convinced him that the environment was overly dynamic and favourable to his club construction. The founder was aware of the constant influx of immigrants to the university, which made him perceive recreational sport delivery as changing from traditional/mainstream sports like hockey to include other minor sports like scuba diving. John viewed the changing recreational sport trends as a positive and fundamental supportive of his idea to form UOASCUBA:

> "…There are a lot of students up there looking for places to dive… They come to the university from all over Europe and other places where diving is very popular and they try to keep their diving culture… We have some members from Brunei Island, Russia, Spain, and two South American students, they are couples, who are all divers before coming here. They are not hockey or soccer fans, they want to do something different…they want to continue diving…here on campus" (Interview with John, April 2006).

John further perceived the environment as changing because of his advanced knowledge of how interest and participation in scuba diving was gaining worldwide popularity across ages and sexes. He perceived the interest in scuba diving on campus as a reflection of scuba diving trends occurring around the globe. His long involvement with scuba diving and his familiarity with the ever-growing popularity of the sport around the world convinced him that many people were taking to scuba diving and Edmonton was not an exception. His perception of how interest and participation in scuba diving were catching on with different demographics across U of A's campus was expressed in Jaime's statement that:

> "The leader of our group, (John), has made it clear to us that scuba diving is becoming more popular across the globe. It is more or less becoming a mainstream and popular

unisex sport now… People are coming to us from other sport groups to try out and see what scuba is all about. Those who come to us are mostly from other parts of the world [MKM: Is this correct?] that have come to Canada… We definitely have all ages…from 19 to 32 years, from undergrads to PhD students, they are all coming to try out something new, though others are experienced divers already" (Interview with Jaime, May 2006).

Similarly, John was familiar with how modern technology was changing scuba diving equipment and making it accessible to many divers around the world. This convinced him that the environment was very dynamic. Before starting UOASCUBA, his three-year stay in Edmonton exposed him to the local dive stores and how they were supplying up-to-date scuba gear to divers in Edmonton. He became convinced that up-to-date gear and other modern diving equipment as well as dive stores were becoming universal, more popular, and increasingly accessible.

"Modern scuba dive equipment is also coming along with the latest technology. I have talked to four local dive stores... There are all kinds of modern gear for renting and we are getting them for subsidised prices, like $15 a day. The stores are very accessible and up-to-date to meet our equipment needs…" (Interview with John, April 2006).

Through his prior consultations with Campus Recreation officials, John became aware of several changes that were made in the laws governing the creation of student sport clubs at U of A, which made him conclude that the environment was changing to favour his club formation. He was familiar with previous formation attempts by others, which were characterized by bureaucratic operational requirements and controversial insurance policies. John perceived the environment as changing as operational requirements, insurance, and liability policies were clearly outlined and documented to guide prospective club founders.

"… We hear there was a scuba club here about 6/7 years ago and the university had some problem with them over liability and insurance policies…but things have changed and laws and regulations on insurance and liability are made very clear to us to guide us along the way…" (Interview with John, April 2006).

To conclude, John perceived the environment as being very dynamic because of his knowledge of unstable climatic conditions that rendered facility rental prices unpredictable. He also knew the population dynamics on U of A's campus were changing the general delivery of recreational sports from traditional/mainstream to universally less known sports, which made him perceive the environment as very dynamic and conducive for his club formation. His knowledge of worldwide trends in scuba diving, such as accessibility of modern scuba gear to divers around the world, convinced him that the environment was changing to favour his club's construction. Finally, his knowledge of changes in rules and regulations governing student club formations at U of A, prior to the launching of his organization, convinced him that the environment was very dynamic and suitable for the construction of his club.

In summary, John perceived the organization's environment to be very munificent, somewhat complex, and very dynamic. Seeing the environment as munificent convinced him that the construction of the dive club was a possibility whereas seeing the environment as somewhat complex presented him with upfront challenges to his organization construction effort. His view of the environment as being very dynamic presented a mixture of challenges and opportunities to his creation dream. Table 2 gives a summary of factors accounting for John's perception of the environment as being very munificent, somewhat complex, and very dynamic in the creation of UOASCUBA.

Organization	Perceived Munificence	Perceived Complexity	Perceived Dynamism
Case A UOASCUBA	Presence of scuba divers-males, females Presence/willingness of sponsors, dive organizations, Availability of information, volunteers, facilities and equipment, transportation, Dive certification programs,	Rules and regulation guiding drafting of students' sport clubs constitutions, Unfavourable university policies, Conditional sponsorships, Equipment rules and regulations - specifications and standardizations	Geo-economic dynamics – climatic trends, fluctuation of facility rental prices, Population dynamics, changing sport needs Changing rules on clubs' formations Demographics– changing scuba interest across all ages around the world

Table 2: Perceived environments influencing the creation of UOASCUBA

Enactment Processes of the Environment - UOASCUBA

As noted earlier, John, the founder, had performed organization formation activities including sponsorship campaigns and membership drive activities in his home country before relocating to Edmonton. Based on his previous knowledge of organization construction, the founder gathered information on the construction of student clubs, dive organizations, sponsors, divers, and volunteers prior to launching his organization. He met with several familiar organizations and individuals to retrieve pertinent information needed for his club formation. For example, John directed his meetings and consultations to particular organizations such as the AUC, Campus Recreation, and the Aquatic Department of U of A for directions, information, and sponsorships. He sought information on underwater insurance, general liability, and dive certification programs from the above-mentioned organizations. The outcomes of his selective information retrieval revealed strong

indications that the environment was conducive to starting the scuba club. His mindset thus guided his information retrieval actions. The positive results reinforced his perception of the munificence of the environment and convinced him that the founding of the scuba club was a possibility.

Again, John knew several of his classmates who wanted to dive and participate in the organization creation prior to the commencement of the club and, therefore, consulted, invited, and involved them in the creation processes as volunteers, executive members, and fundraisers. The consultations and meetings with classmates resulted in the positive revelations that there were potential divers and volunteers who were ready to collaborate with John in the creation process. This convinced him that the environment was very munificent.

> "I met with sponsors, talked to organizations, and different departments about certain programs we want to run. Yea, I talked to…the Campus Rec. director before I actually got started… I talked to student groups, classmates, and the students' group director... I was advised to start out as scuba appreciation club just to gather our resources and network with other organizations. The responses were amazing as many people and organizations were ready to help" (Interview with John, April 2006).

John's previous knowledge of transportation options seemed to have led to his institution of car-pooling and the adoption of the Edmonton's Transit System (ETS) as the club's means of transportation, the effectiveness of which made him rate the environment as being very munificent. He encouraged members who were driving to travel in groups and share the transportation cost involved. He also arranged for ETS as a means of transport to nearby facilities, which made traveling very effective and affordable to members. The results of his transportation arrangements made it easier for the club to access preferred pools, lakes, and dive stores, which led John to conclude that the environment was very receptive to the construction of the club.

The results of the foregoing analysis thus provide strong support for the first orienting proposition (1), which states that founders' preconceptions guide their selective organization creation actions that, over time, enact the environment's munificence in particular forms to impact on the emergence of sport organizations. John's background experiences as a club founder and manager seemed to have influenced his organization construction actions and the positive outcomes of those carefully chosen activities appeared to have accounted for his perception of the environment as being very conducive to the creation of the organization. His preconceptions and who he was before starting the club seemed to have formed the basis of his actions, which led to the "discovery" of more resources in the environment. Thus, John acted within the context of his experiences and background knowledge to enact the munificent resources needed for the construction of the organization.

It is important to recognize that John's perception of the environment as being very munificent and supportive of the club construction could have been otherwise had he been less experienced with scuba diving and organization creation in the past. For example, he might not have engaged the aforementioned organizations, individuals, and classmates for directions, information, and support had he not known them prior to the construction of the organization. He might not have known the sort of information to seek or where to find it or who to approach had he not been an experienced diver and, as a result, might have concluded that the environment was less munificent. For example, John might not have consulted selected organizations such as the AUC for information and sponsorship had he been less experienced in

scuba diving. Had he sought support from agencies that were less interested in scuba diving he might have perceived that there were no sponsors within the environment and he might have concluded that the environment was less munificent. But thanks to his preconceptions and past history that guided his club founding behaviours and actions, he concluded that the environment could support the formation of the intended dive club.

Furthermore, John's perception of the environment as somewhat complex seemed to have been the result of activities that were informed by his preconception. For example, prior to the establishment of the club, he consulted with sponsors, sought information on insurance, and asked for assistance in writing the club's constitution. Those engagements helped him to appreciate that some sponsorship policies required the inclusion of sponsors' names on the club's website and the cleaning up of pools before qualifying for sponsorships. John also became aware that university policies related to student club formations required 2/3 of the organization's members to be full-time registered students. Those revelations convinced him that the environment was somewhat complex.

Again, as an accomplished diver with clear information on standard scuba gear, John contacted several dive stores with the hope of acquiring equipment that met the required specifications of approved gear. He "discovered" through his equipment search and contacts that the required gear was not only expensive but also had different parts for different levels of diving, which made the acquisition of the complete set of gear somewhat difficult. Thus, his actions to secure needed equipment brought him face-to-face with the expensive and fragmented nature of the standard

gear. This experience appears to have accounted for his perception of the environment as somewhat complex and challenging to the formation of the club.

The above finding is consistent with and supports the second orienting proposition (2), which states that VSO founders' preconceptions guide their selective organization creation actions to either meet or neutralize the demands of environmental requirements that, over time, bring the complexity of the environment into being in particular ways. For example, John acted on his earlier information on equipment requirements, which led him to "discover" more situations, issues, and concerns over cost, regulations, and complicated levels of the gear, which he perceived as somewhat challenging to the emergence of the organization. Had he not known such information in advance, learning those facts could have been perceived negatively and, therefore, might have discouraged him from starting the diving club. However, acting on what he knew before starting the organization did not only guide his actions but also led him to come to terms with more complicated issues such as those concerning the standard scuba gear.

Furthermore, having lived in Edmonton for three years prior to the launching of the dive club, John's knowledge of uncertain climatic conditions in Alberta guided his search for all-year-round facilities. He consulted several dive facilities and compared their availability as well as rental prices during the winters and summers. As a result, it became clear to him that the availability of dive facilities and their rental prices depended very much on prevailing climatic conditions. He learned that outdoor facilities were not available during the winter seasons and that indoor facilities were expensive during the winters. His search for reliable facilities based on

his earlier knowledge of fluctuating climate in Edmonton led to his "discovery" that the availability of outdoor facilities was sporadic while prices of available indoor facilities were irregular and expensive. Those revelations, as a result of his actions, seemed to have been the foundation of his perception of the environment as being very dynamic and challenging to the construction of the club.

Similarly, as a student, John knew how individuals from all walks of life had come to the university with their sport cultures and how this situation had changed the delivery of recreational sports on campus. This information convinced him to direct his membership drive campaigns to immigrants who had come to the university with different sport interests and backgrounds. The responses he received from the target population and their interest in the scuba club convinced him that recreational sports had changed considerably from traditional/mainstream hockey, lacrosse, curling, and gymnastics to include peripheral/fringe sports such as scuba diving. This made him rate the environment as very dynamic and, therefore, conducive to starting a scuba organization.

Furthermore, John was familiar with the extent to which modern technology had improved and made accessible standard scuba gear to many divers around the world as the sport had taken on a worldwide popularity. With this preconception, he undertook equipment procurement campaigns and searched for dive stores that could support the formation of the club by providing modern gear. The search activity led the founder to find out that Edmonton's dive stores could supply the-state-of-art scuba gear for all levels of divers, which convinced him that the environment had evolved to support the formation of the dive club.

Also, the founder's knowledge of Campus Recreation and its influence on students' club activities guided his initial meetings with its staff. He sought information from the university authorities regarding policies on insurance, traveling, and club formations. He became aware through the meetings and information retrieval sessions that rules and regulations on insurance, students' travelling, and club formations had changed. He learned that requirements for club activities are clearly documented to guide prospective founders, which appeared to have been the basis of his perception of the environment as being very dynamic and favourable to his club formation.

The foregoing findings partially support the third orienting proposition (3), which suggests that VSO founders' preconceptions shape their selective organization creation actions that, over time, bring the dynamic trends of the environment into being that positively impact on organization emergence. The findings provide evidence that founders' prior information, knowledge, and awareness of environmental changing trends informed their organization creation actions. The results of those actions, at the same time, encouraged and discouraged the founder's effort to form a scuba club. For instance, the founder focused his membership campaign on newcomers, which revealed to him that immigrants were playing more non-traditional games and, therefore, changing the trends of recreational sports on campus. The change was perceived as a positive influence on the construction of the club. On the other hand, perceived changing environmental trends such as climatic variations and fluctuating rental prices of dive facilities were seen as having negative impact on the construction of the organization.

John's perception of the environment as being very dynamic could have been otherwise had he not been guided by his preconceptions, which directed his organization creation activities such as consulting selective organizations and targeting potential international student divers during the creation process. For example, the founder, based on his knowledge of how individuals had come to the university from other parts of the world with their native sports, targeted and focused his membership drive campaigns on international students. Thus, had he targeted non-immigrant Canadians, he might have found that the environment was static and not changing to accommodate peripheral recreational sports, which could have discouraged his creation attempt.

In conclusion, John's preconceptions, emanating from his scuba diving experiences, organization creation abilities, and leadership and managerial skills as well as what he knew about the city of Edmonton, seemed to have focused his attention on certain specific organization founding activities. The indications of such selective actions seemed to have formed the foundation of his perception of the environment in certain ways. In the end, it is questionable whether he would have engaged in the processes of founding a scuba club in the first place had he not been experienced in organization formation and guided by his earlier assumptions of the environment.

Case B
University of Alberta Powerlifting Association (UAPA)

Background

To further explore the processes of enacting organizational environments in relation to an emerging organization, UAPA was studied. UAPA owed its emergence to a group of powerlifters who initially trained independently at the Fitness and Lifestyle Centre (FLC) of U of A and, under the encouragement of the current president of the club, came together to pursue their common sport interest. As those lifters were meeting regularly and concurrently to follow their individual fitness programs in the gym, Greg (pseudonym), the founder, suggested to the lifters the advantages of formalizing their training sessions for more cohesion and recognition. The majority of those individuals who formed the initial core members of the organization were medical students and about six of them were classmates in the Faculty of Medicine. Their frequent informal meetings became organized over time, marking the beginning of the powerlifting club. Greg described the club's formalization process as follows:

> "…The club is now getting more formalized, though quite new, we have made a lot more progress... We have moved from our previous individualized trainings to more organized and scheduled form of training. This came from the necessity to get together as a group for more cohesion and to improve our training… I saw the need to have direction and proper coaching in our individual efforts and, therefore, suggested to many of the lifters the need to form this club. Most of us were medical students and had known each other in class and in the gym for quite a long time. We wanted to enhance our training and ability to gain leverage with the Fitness and Lifestyle Centre here on campus. As students, we wanted to gain leverage in terms of setting aside certain training times, certain space in the gym, and have certain equipment available to us at certain times to improve our own training" (Interview with Greg, March 2006).

As the training routines and schedules of the group became more organized, members switched to collective from personalized training programs. As a way of

promoting the skill of powerlifting, the association organizes training sessions for members in all three basic and technical lifts (movements) of powerlifting: squat, bench press, and dead lift. The lifts are central to powerlifting during competitions and a contestant with the greatest total of weight lifted in each of the movement categories is declared a winner. These three basic movements underlie the association's emphasis on building and testing maximal strength of the body as a whole. Even though the short-term objective of the club is to promote the skill of powerlifting amongst students and the general university community, the executives aim to encourage a long-term dialogue and contact with all potential and interested lifters within the city of Edmonton and its surroundings.

UAPA has emerged during the past twelve months as both a recreational and competitive sport club according to individual members' interest in pursuing powerlifting. The organization's formal formation campaign started in early 2005 and by early 2006 the organization had become more structured and its activities more regulated. UAPA has started organizing and hosting internal and external competitions to achieve the aforementioned objectives. For instance, in the summer of 2006, the group hosted the Alberta Powerlifting Union championships at the Powerplant, which is a pub on the campus of U of A. The executives were planning to host and attend more such competitions in 2007 to create further awareness of the sport of powerlifting. At the time of writing, the size of the membership stood somewhere around fifteen active and about twenty-five irregular members. The emergence of UAPA appears to have been largely influenced by the Greg's

background characteristics, history, and experiences, which in turn seem to have formed the foundation of his organization creation activities.

Founder's Background and Preconceptions - UAPA

Many of the original founding members viewed the current president of UAPA, Greg, as the founder of the club due to his leadership capabilities, organization founding experiences, managerial skills, vision, and the unique effort he brought to bear on the origin of the organization. Before starting the powerlifting organization, Greg had been involved in other sport organizations and had a history of creating and managing a short-lived powerlifting club some time ago at the university. Again, Greg had voluntarily organized training sessions at FLC to teach powerlifting skills to interested beginners prior to starting UAPA. He was familiar with Campus Recreation, its activities, and its requirements for the construction of student clubs before the formalization of UAPA. George (pseudonym), one of the president's colleagues and a member of the initial core group recognized Greg's leadership and managerial capabilities as well as his organization creation background as the most influential factor responsible for the creation of UAPA and described him as "the premier" of the organization:

> "The premier or the guy that started everything for the most part was the president. I believe you have already met with him. He has been in powerlifting for a longer period of time than most of us. He even started one powerlifting club here on campus but it did not live long. He has been helping other weight trainers here in the FLC and has good knowledge of where to access weight equipment from other organizations and how to contact powerlifting officials. He is our club's leader. I will say that the majority of the work was initiated through his individual effort… The reason the club exists…can be attributed to his exceptional leadership role, his experience, and managerial skills" (Interview with George, March 2006).

The president had lived in Edmonton for many years and knew a lot about the city with respect to powerlifting prospects including potential sponsors and where to

access equipment and officials prior to starting UAPA. The founder knew in advance that accessing qualified powerlifting officials was a challenge due to the fact that very few of them were available. He also had prior information on the bureaucratic processes that surrounded the engagement of powerlifting officials and knew a few of the officials in person. As a result of his long involvement with students' sport clubs at the university, Greg had a fair knowledge of the available grants for students' sport organizations and was familiar with the established procedures for accessing those grants before initiating the powerlifting club. He had served in various capacities as voluntary trainer and manager in several sport organizations and had organized powerlifting contests for some lifters prior to starting UAPA. Before the construction of the club, Greg knew much about powerlifting organizations such as the Alberta Powerlifting Union (APU) and the Canadian Powerlifting Union (CPU). He was aware of their voluntary programs, activities, and sponsorship packages for new and existing clubs. My conversation with him revealed excerpts of his unique powerlifting history and managerial skills:

> "I have some very ambitious goals for the group and I hope to be in a very good position in few years down the road to achieve them. The large part for me is to see the sport grow in Alberta. I have lived in Edmonton for quite a long time and I have been involved with many weight training and powerlifting organizations as a volunteer and a trainer. I know how the Alberta Powerlifting Union operates and I am familiar with the Canadian Powerlifting Union as well. I have the contacts of some officials who can assist with our programs though there are few officials available at the moment, which makes it difficult to engage them… I have been trying over the years to form a club like this one but it has not been easy… I managed previously to get one club going but many of my friends did not want to sustain it so we went back to our individualized sort of training… I am currently helping other weight-training individuals as a volunteer trainer at the FLC so that I could convince some of the lifters to join the powerlifting club. The few I have been able to convince are those who have formed the nucleus of this club and we hope to grow with that…" (Interview with Greg, March 2006).

Before his decision to form the club, as an experienced organization founder and a powerlifter, Greg knew individual weight trainers and powerlifters at FLC as well as his classmates who were committed to using powerlifting to maintain their optimum level of fitness. He was equally aware of the potential lifters (males and females) at FLC that he could harness to form an all-inclusive powerlifting club but also knew how society frowned on females who were committed to weight training and powerlifting. Greg was experienced with media relations and knew how to use media endorsement and education to broaden the club's membership base to include males and females. Greg asserted:

> "...If you look around the fitness centre you could see that we have tremendous potential for growth in both men's and women's categories. The problem is, due to societal norms and this notion of acceptable female body image, which needs to be smallish by social standards, we may not get as many girls as we had wanted because of misconceptions surrounding women's powerlifting. People think girls in powerlifting build and develop masculine features. But media endorsement might help to gather those who have that potential we are hoping to exploit so that anyone can succeed in that sport area, any body type, any body weight, and gender...to look strong and be strong...That is where we want to create the membership and to educate the public" (Interview with Greg, March 2006).

As a veteran powerlifter, Greg was familiar with how women were gradually participating in powerlifting, long considered by society as a traditionally male sport. He also knew in advance how the diverse student population was changing the sport environment on campus to reflect various sport interests and cultures that individuals brought with them to the university. From his experiences, Greg had seen many women who were determined and committed to powerlifting before starting his organization. His prior awareness of how society was gradually changing in favour of women's powerlifting was expressed:

> "Times are changing and girls are now playing what used to be boys sports or games but the girls are always scared to join this club...it is all about their image. Society puts a lot of stress on girls to be small, so that is the challenge...but we encourage

> women…to contact us…and to attend some of our sessions. We educate them as much as possible about how powerlifting works. We emphasis the point that it is not going to be extreme body alteration or whatever they are going to be afraid of according to what society expects of their body image" (Interview with Greg, March 2006).

In summary, Greg was an experienced organization founder who had a long involvement with voluntary sport organizations as a volunteer and powerlifting trainer. He had a history of forming a short-lived powerlifting club at U of A and knew several organizations and officials that were associated with powerlifting programs. He knew what the city of Edmonton could offer in terms of providing powerlifting equipment, sponsorship, and membership. He was aware of his colleagues and other lifters who were passionate about powerlifting and knew how society placed some limitations on women's sports. Nonetheless, he was aware of how society was changing in terms of its construction of who can powerlift or weight train before starting his organization. Thus, his background characteristics, managerial and organization skills, as well as other preconceptions appeared to have significantly influenced his perception of the environment and directed his organization founding activities.

Founder's Perception of the Environment - UAPA

Greg perceived the organization's environment to be very munificent in providing potential lifters, sponsors, and powerlifting organizations capable of helping with the construction of the club. Nonetheless, he also found the environment to be less or moderately munificent in terms of providing certified powerlifting referees. He saw some rather complex societal requirements, norms, and standards affecting women's participation in powerlifting, which were viewed by him as challenging to his intention to create an all-inclusive powerlifting association. He

further perceived the organization's environment as being moderately dynamic due to his knowledge of changing sport interests among residents of Alberta that had brought into existence several non-traditional sport organizations.

Perceived munificence: First, Greg's previous knowledge of potential lifters at FLC including his classmates seemed to account for his perception of the environment as being very munificent. That knowledge convinced him that the environment was ripe for the construction of the powerlifting association, which appeared to have encouraged him to usher in the club's formalization process. His perception of the environment as being very resourceful and receptive to the formation of the club was explicit in my conversation with Kim (pseudonym), a member of the creation group:

> "Many lifters were coming to the FLC at the same time to train, most of us were students here at the university…(Greg) saw the potential and the need to have a unified voice and to train together as a student group. He sold the idea to many of us and we decided to form this club… Couple of us who were interested in directing the club met probably every week or every other weekend during that summer…to figure out how to go about things. We deliberated on issues democratically and agreed on what majority of us wanted to do and moved forward with that…" (Interview with Kim, March 2006).

Second, before starting UAPA, Greg had a very good knowledge of powerlifting organizations in Alberta and Canada as a whole and also had contacts with Campus Recreation. He knew how those organizations were providing sponsorships, volunteers, and officials, which convinced him that the environment was very munificent:

> "I have contacted two powerlifting organizations for assistance and we have our up-and- coming website linked to those of the Alberta Powerlifting Union (APU) and Canadian Powerlifting Union (CPU), which is very helpful and informative… With those formal postings, people can see and contact us not only from the university but also from elsewhere and our members and those who want to join us can access our training schedules with ease… Again, we are a registered club with the Alberta Powerlifting Union, which is part of the broader Canadian Powerlifting Union. Our

competitions are sanctioned by their values and we try to discourage participation in other competitions and keep our members and activities to these two bodies…" (Interview with Greg, March 2006).

Third, Greg's perception of the environment as being very receptive to the formation of the club seemed to have originated from his previous knowledge of available powerlifters who were ready to volunteer toward the formation of the club. The founder was aware of classmates, roommates, and friends who were willing to commit their free time to participating in the formation of the club, which made him perceive the environment as being very munificent:

"Our volunteers are typically people we know who are interested in powerlifting …roommates, friends, people in the gym who occasionally have interest in the club. We ask them to help out at our meets, organize scores, bring in equipment, and organize the stage…but unfortunately, we sort of felt the need to reimburse some of those volunteers… just because a lot of them come from far away to help us. And it is only fair that we budget for those types of things to reimburse some of them" (Interview with Greg, March 2006).

Furthermore, Greg considered the environment as very munificent due to his familiarity with organizations capable of providing grants, subsidies, facilities, and equipment. His expectation of grants and subsidies from those organizations made him conclude that the environment was full of sponsorship resources to support the formation of the club. Kim reported in our interview that Greg was leading UAPA to solicit all forms of sponsorships:

"… (Greg) knows most of the organizations and we have been seeking sponsors all over Alberta and right now we have two sponsorships from outside and one through Campus Recreation. Some organizations are sponsoring most of our adverts and, as you noticed from the Faculty of Medicine and Dentistry News, there are couple of articles that are ran in the university press about us and the club for free. The university is providing us with grants for some of our activities and equipment… For instance, the university and the Fitness & Lifestyle Centre (FLC) helped us to meet our financial, equipment, and facilities needs during the hosting of our opening competition at the Power Plant" (Interview with Kim, March 2006).

Nonetheless, Greg's understanding of the shortage of certified referees and their limited availability before starting his club appeared to have been the basis of his perception of the environment as being less or only moderately munificent. His involvement with the APU and CPU prior to the construction of UAPA seemed to convince him of the environment's moderate munificence regarding the availability of powerlifting referees. He perceived the environment as less capable of providing highly trained and qualified referees who could preside over the club's recreational and competitive activities:

> "For our competition at the Power Plant, we had to look very hard for qualified referees to assist us with officiating. The certified referees, those who go through the Canadian Powerlifting Union certification program, are very few. Their availability and engagement follow a laid down procedure but since I was familiar with how to access them, we were able to engage few of them to preside over our first competition" (Interview with Greg, March 2006).

In sum, Greg's earlier knowledge of the potential lifters at FLC, volunteers, powerlifting organizations, and sponsors prior to the beginning of the club seemed to be the foundation of his perception of the environment as being very munificent. His awareness of the lack of sufficient referees and the cumbersome procedures surrounding their engagements made him see the environment as being moderately munificent.

Perceived complexity: Before starting his organization, Greg's awareness and knowledge of the procedures that surrounded the engagement of provincial referees made him perceive the environment as very demanding, full of rules and regulations and, therefore, quite complex. He saw the formation and appointment of referees as a cumbersome, bureaucratic, and time-consuming process. He

considered the long process of training referees as the main reason why few certified referees were readily available:

> "…There are very few people around that have gone through the referee's certification program because there are a number of steps one needs to go through to become a certified official. First, the person needs to take some courses and training for several months and practically preside over some events or competitive meets under the supervision of an experienced full-time referee. The person is then approved and certified depending on his or her performance and most of the time few people are able to go through all those hectic requirements…" (Interview with Greg, March 2006).

Again, Greg's familiarity with social construction of female sports and social prescription of standard female appearance, before commencing his club, seemed to have made him perceive the organization's environment as quite complex and challenging to the construction of the club. He perceived existing societal norms and misconceptions as fundamental problems that limited female participation in powerlifting. His awareness of society's reservations about female participation in powerlifting seemed to have convinced him that the environment was gender biased, which favoured powerlifting as masculine sport. He knew well in advance that there were widespread assumptions within the environment that powerlifting was for "big guys" and the sexuality of women who joined UAPA was often questioned on those premises. This convinced him that the environment was quite complex and challenging to the club's formation:

> "…Everyone thinks powerlifting is for big guys and when I tell people that we have at least three girls who train with us as powerlifters, they go like are you kidding? It is just because they don't expect women to join powerlifting club. It is definitely the image thing; because they think a person is going to put on muscles by going into powerlifting and working out all the time… People ask me 'how much weight have the girls put on since they joined the powerlifters…without asking for any health benefits that go with it" (Interview with Greg, April 2006).

Similarly, Greg perceived the environment to be quite complex because of his knowledge of rules and regulations governing the creation of students' sport

organizations. For example, his involvement with Campus Recreation and his earlier knowledge of the requirements for student club formations, such as the inclusion of a codified constitution that detailed the purpose of the club, its programs, membership criterion, and general philosophies, made him see the environment as quite complex and a hindrance to the construction of the club.

> "We went through a long process to get the constitution together and the bylaws that explained what we were doing; how to generate funds, who is a member, the focus of the club, and other things like the executive positions. We had to be approved by the university campus recreational committee to become a university club. It was a long process and we needed help to follow the laid down procedures and rules..."(Interview with Greg, March 2006).

Finally, Greg perceived the environment as being quite complex due to his prior awareness of policies that regulated the use of limited powerlifting equipment and space in the FLC. He viewed the sharing of equipment and space with other users as very challenging as it required comprehensive schedules and timetables to accommodate every user. George stressed how the founder saw the complexity involved with the careful scheduling, prudent timing, and reservations of equipment in the gym in our conversation:

> "…(Greg) has made us aware that we are in the gym with other students…the equipment is not our own, it is for everyone at the university. So, getting into the gym and getting our workout done without using our own equipment is a challenge because everyone can access them. Campus Recreation has policies and rules that regulate the use of the little powerlifting equipment available, which we need to follow. So, we try to do a lot of things to make it work for us: we do our schedules, and ask that certain equipment and space be reserved for us at certain times… and we need to follow the rules in the gym" (Interview with George, March 2006).

In summary, before starting UAPA, Greg's perception of the organization's environment as being quite complex appeared to arise from his earlier information on the formation of certified referees, his awareness of social construction of feminine sports, and the misconceptions about who can powerlift. He also seemed to perceive

the environment as being quite complex and challenging due to his prior familiarity with the requirements of student club constitutions and policies that governed the use of limited powerlifting equipment and facilities at FLC.

Perceived Dynamism: Greg perceived the organization's environment to be moderately dynamic because of his prior awareness of the changing economic, social, and population trends that Alberta was witnessing. He saw the booming economy of Alberta as responsible for the influx of immigrants, all coming with their different sport interests, to the region and U of A in particular. He viewed the environment as moderately changing to accommodate the formation of several non-traditional sport clubs that were different from the mainstream hockey, soccer, curling, and others like basketball. From Greg's perspective, the construction of new non-traditional sport clubs across campus was a clear indication of how the environment was changing to favour the inception of new sport organizations. He saw the formation of Capoeira - a Brazilian art of play that promotes agility, flexibility, speed, and endurance - at U of A as an example of the new trend of recreational sport delivery on campus:

> "…The economy of Alberta is significantly changing and attracting several people to work in the province and here at the university… The reality is that many people are moving here with their sport interests and that is changing the trend of recreational sports on campus. Right now people are either forming new clubs or are looking to join some kind of sport organization especially the new ones that are coming up like the scuba club and the Capoeira club… Powerlifting, like these new clubs, is quite unfamiliar with many people, but as newcomers are looking for different sport experiences to exercise or keep fit we will get people to support us at least in the short term…but our chances of growing and maturing into an effective club are not very certain in the long term because a lot of new non-traditional clubs are being formed at the same time…"(Interview with Greg, March 2006).

Greg was also aware of how the environment was changing to embrace different demographics-old and young, males and females, professors, faculty, and students–who expressed interest in less traditional sports. This made him conclude

that the environment was moderately dynamic. He saw the demographic trends of interest in different sports as influential to the club's emergence as the changing reality broadened the target membership base of UAPA. Matt (pseudonym), one of my informants and a member of the club, expressed how Greg had kept the group opened to the changing sports trends:

> "… The sport traditions and interests on campus have really changed with the times and it is still changing... People have come to Alberta and to the University with their own sport habits and interests. There are faculty members, males, females, students, professors, young, and old who are interested in this club and willing to join us. Most of them are just trying to find the time to join us. We have been making the effort to reach out to those individuals who are interested in this association… We have also kept it open to people who have done other sports and want to try out powerlifting… Definitely, there is a lot of diversity in our target membership base with different ages, interests, nationalities, and ambitions…" (Interview with Matt, March 2006).

Again, Greg was familiar with how graduates and other professionals of the university continued to move out of province to relocate elsewhere depending on where they found jobs and, as a result, perceived the organization's target membership as moderately unstable. For example, he knew that some of the initial core members of the club had already moved out of province following the completion of their education programs at the university. The uncertainty of who would be in the club for the next while and how the general university environment was constantly changing was expressed:

> "… This new club has come about because a bunch of us who trained together in fitness and sport decided that we needed a home to formalize our training… But some of my training partners moved away very soon after they had completed their programs just as new students come in to start their programs… Though because we are so young as a club, we haven't had to deal with significant number of people leaving us…some of our core members have relocated but those of us that are still here are the ones I expect will still be here five years down the road provided that we don't stop being students of this university or move out of province" (Interview with Greg, March 2006).

Socially, Greg saw the environment as gradually changing and allowing women to participate in all kinds of sports, which was seen as favourable to the establishment of an all-inclusive club. He viewed the environment as slowly changing with respect to society's strict rules on gender sports and who was eligible to play what sport. Despite the changing trends of gender sports, he considered female membership of UAPA as very uncertain. One of the female participants, Andrea (pseudonym), confirmed what Greg was afraid of in this statement:

> "…Probably, (Greg's) biggest problem is how to attract a lot of women to join us and to keep them with us. Out of four ladies who initially expressed interest in the club, (Greg) told us that three of them are not active members as of now. Only one out of the four ladies has been very keen from the beginning and has maintained some sort of consistency in her training with us... The other three ladies seemed to have the intention of joining but they never did commit themselves to our training schedules, probably, they have lost interest, I can't tell…"(Interview with Andrea, March 2006).

To conclude, Greg has thus perceived the organization's environment as being moderately dynamic because of his knowledge of increased creation of non-traditional sport clubs as a result of Alberta's booming economy and its rising population. His view of the environment as being moderately dynamic also seemed to arise from his prior awareness of increasing interest in non-traditional sports among different demographics of the university's population. He also saw the environment as being unstable because of his knowledge of how graduates of the university move out of province after their studies. His familiarity with the slow social changes that allowed women to participate in masculine sports made him perceive the environment as moderately dynamic and favourable to the emergence of UAPA.

To summarize Greg's overall perceptions, it can be said that he perceived the environmental conditions within which the powerlifting club was emerging as

reasonably munificent, quite complex, and moderately dynamic. His munificent perception of the environment encouraged him to undertake the formalization process of UAPA while his perception of the environment as being quite complex presented some challenges to his club construction process. His view of the environment as being moderately dynamic presented him with a combination of opportunities and challenges in the process of forming UAPA. For example, the proliferation of non-traditional sports clubs and the gradual reformation of the social prescription of feminine sports encouraged him to pursue his creation dream, while changes in target membership due to population dynamics made him doubt the organization's future growth. Table 3 presents a summary of his view of the environment as being reasonably munificent, quite complex, and moderately dynamic in the formation of UAPA.

Organization	Perceived Munificence	Perceived Complexity	Perceived Dynamism
Case B UAPA	Availability of powerlifters–males and females, classmates, volunteers, sponsors, training partners, inadequate referees, Media education, Presence of powerlifting organizations	Long procedures associated with certification of referees, Social norms and female powerlifting, Social construction of gender sports, Rules, regulations, and policies governing students' club formations and sharing of limited powerlifting	Economic trends, influx of immigrants Proliferation of non-traditional sport clubs, Different demographic sport interest, Social trends, gradual social reformation of feminine sports, Population dynamics, graduates relocating

Table 3: Perceived environments influencing the creation of UAPA

Enactment Processes of the Environment - UAPA

Greg's various perceptions of the environment raise the question of how his preconceptions and experiences as well as his previous information on the environment have guided his organization creation actions. As well, how did the outcomes of his selective actions influence his perception of the environment?

First, based on his managerial and organization creation skills as well as his knowledge of powerlifters at FLC, Greg organized meetings, led discussions, and built consensus with potential members regarding the possibility of forming the club. He initiated informal and formal meetings with the initial core members, which ushered in the formalization process of the club. The outcomes of the initial meetings were strong indications that the vast majority of the target population was in favour of the formation of the club, which appeared to have accounted for Greg's view of the environment as being very munificent and ready for the formation of the club.

Greg's prior awareness of colleague lifters at the Faculty of Medicine and student lifters at the gym seemed to have guided him to direct the suggestion of forming the club and the initial meetings at those individuals. He instituted procedures and measures to attract and retain as many members as possible of those he knew were interested in assisting with the club's formalization process. For example, he resorted to reimbursing direct costs incurred by volunteers who travelled from afar to offer their services to the club. The favourable responses of those selected target membership campaigns convinced him that the environment was full of tremendous numbers of powerlifters and volunteers that were ready to commit their time and skills to support the emergence of the organization. Thus, Greg's

worldview and experiences guided his selective target membership drives, the positive results of which led to his conclusion that the environment was very munificent and ready to support the creation of UAPA.

Again, Greg's perception of the environment as being very munificent seemed to have arisen from the favourable responses he received from his sponsorship campaigns that were targeted at selected organizations. He had a long involvement with powerlifting organizations such as the Alberta Powerlifting Union (APU) and the Canadian Powerlifting Union (CPU), which made him focus on those organizations for help and directions. He limited the programs of UAPA to those of the two organizations in order to legitimize the programs of the powerlifting club. Consequently, he registered UAPA with APU and CPU and as well linked UAPA's website to those of the two powerlifting organizations for more collaboration and information dissemination. He embarked on several fundraising campaigns, including free advertisements in selected magazines, and accessed funding from known organizations including CPU, APU, and U of A. The positive indications and responses from those selected organizations revealed to Greg the presence of prospective sponsors within the environment, which made him conclude that the environment was conducive to starting UAPA.

Again, based on his prior information on how to access powerlifting referees, Greg committed his effort to following the procedures and policies to get the needed officials to preside over their maiden contest. He contacted APU, which directed and guided his search for the engagement of referees' services during the club's maiden competition. He found the exercise to be time-consuming and very bureaucratic as

few referees were available, which further convinced him that the environment was less munificent to support the emergence of the club.

The forgoing results strongly supports the first orienting proposition (1), which suggests that founders' preconceptions guide their selective organization creation actions which, over time, enact the environment's munificence in particular forms to impact on emergence of sport organizations. Specifically, Greg's background characteristics, experiences, and knowledge prior to beginning his club made him undertake certain actions that were directed to particular organizations and audiences, which resulted in him seeing the environment as more or less munificent in the creation process. For example, he linked the club's website to those of APU and CPA because of his familiarity with those organizations, which yielded the desired results that convinced him that the environment was receptive to the construction of the club. Again, based on his knowledge of how to access powerlifting referees, he made concrete efforts to look hard for referees that were in scarce supply. The difficulty in accessing referees made him conclude that the environment was less munificent in providing the required resources–powerlifting referees.

Greg's perception of the munificence of the environment could have been otherwise if, for example, he had not known powerlifters in the gym and classmates who were powerlifting enthusiasts. Looking for interested members could have been challenging for him, which might have caused him to conclude that the environment was less munificent. Likewise, if he had not known in advance organizations he could approach for sponsorship, finding them could have been difficult and he might have

found that there were no sponsors for non-traditional sport clubs like UAPA. Again, had he asked ordinary people from outside the gym or people who were not his classmates to join the club he could have found the environment not as munificent in terms of providing lifters and volunteers for the formation of the club. Thus, without the founder's experiences and preconceptions that guided his club construction actions, the munificent condition of the environment would not have been revealed and Greg might have rated the environment as less munificent.

Similarly, Greg's outlook on the environment as quite complex appeared to have originated from the outcomes of his efforts to look for referees. His search for referees led him to "discover" that engagement of referees had to go through laid down regulations and procedures. Based on his earlier knowledge of few certified referees being available, he had to book the referees' engagement well ahead of time during the club's first contest. He learned that he needed to follow up his request with partial payment of officials' fees and confirm his request for referees at a certain date, or he forfeited his request. Again, Greg learned through the referees' engagement that contests needed to be sanctioned by the Alberta Powerlifting Union (APU) before certified referees would be released to preside over those contests. Those rules and policies led him to perceive the environment as quite complex, bureaucratic, and challenging to the smooth emergence of UAPA.

Furthermore, Greg's perception of the environment as being quite complex appeared to have been based on the results of his effort to create an all-inclusive powerlifting club that brought him face-to-face with gender issues affecting sport participation. He undertook education and recruitment campaigns to form an all-

inclusive powerlifting association with membership open to all genders, body types, and age groups. He emphasised the health benefits of powerlifting to participants with the priority aim of enticing female powerlifters. The negative responses he received from an assortment of individuals suggested the extent of the limitations society placed on women who wanted to powerlift. He "discovered" through the invitation to all genders that the social construction of the perfect female's image and acceptable female's body did not fit with the popular image of powerlifting, which posed a challenge to the successful construction of his envisioned all-embracing club. He learned through his education and recruitment campaigns that the environment presented difficult and complex social issues when it came to getting males and females to powerlift together. Thus, the outcomes of Greg's actions revealed the complexity of the environment with respect to who was eligible to powerlift and, thereby, convinced him that the environment was quite complex.

The foregoing revelation is consistent with and lends support to the second orienting proposition (2), which indicates that VSO founders' preconceptions guide their selective organization creation actions to either meet or neutralize the demands of environmental requirements that, over time, bring the complexity of the environment into being in particular ways. In other words, Greg's preconceptions were the foundations of his organization creation actions and the outcomes of those actions led him to the conclusion that the environment was quite complex. For instance, his understanding of how social construction of gender sports prevents female participation in powerlifting guided him to undertake an all-inclusive recruitment campaign as well as promote education on the health benefits associated

with powerlifting. The discouraging responses from society in general and females in particular confirmed his perception of the environment as being quite complex.

Greg's view of the environment as being quite complex could have been otherwise had he intended to form an all-male powerlifting club without invitation to females. He would have "discovered" that the environment was less complex regarding the social construction of who can participate in powerlifting. Again, had he engaged in non-sanctioned contests and looked for non-certified referees, he might have found that the engagement of non-certified referees were less regulated, less bureaucratic, and, therefore, less challenging to the formation of UAPA.

Similarly, Greg's perception of the environment as moderately dynamic appeared to have been largely based on the results of his membership campaigns that focused on immigrants, which convinced him that the recreational sport delivery system was changing. Based on his prior familiarity with the proliferation of non-traditional sport clubs due to the influx of immigrants, he targeted and recruited newcomers who were interested in powerlifting. The results of his selective campaign revealed strong indications that both the population and the sport delivery system had changed to reflect immigrants' diverse sport backgrounds, experiences, and interests. The positive responses he received from different demographics indicated that the nature of student club activities on campus had changed from typical traditional sports to include many peripheral sport clubs at the university. The "discovery" of those changes convinced him that the environment was changing in favour of the formation of non-traditional sport clubs, which kept the construction of UAPA alive.

Again, being aware of how more women were beginning to participate in mainstream "masculine" sports all over the world, Greg focused his campaign on women's participation in the formation of UAPA. The few women that responded to the invitation to join the powerlifting club confirmed the gradual change in social norms regarding women's participation in so-called male sports. This convinced Greg that the environment was moderately dynamic. The number of women who expressed interest in the club was, to him, a positive indication that the social construction of who can powerlift was gradually changing, even though he perceived the retention of females in the emerging club as uncertain.

Finally, Greg appeared to have perceived the environment as moderately dynamic due to the outcomes of his recruitment campaigns to replace old members who relocated after graduation. Base on his awareness of members moving out of town after the completion of their programs, he undertook strategic campaigns to replace those who were relocating with newcomers that were interested in the club. He advertised the club's activities in university newsletters, calendars, and the websites of APU and CPU to attract new students. The positive results of the strategic recruitment convinced him that the environment was moderately dynamic and evolving as the club's membership reflected the arrival of newcomers.

The results of the analysis partially lends support to the third orienting proposition (3), which suggests that VSO founders' preconceptions shape their selective organization creation actions that, over time, bring the dynamic trends of the environment into being to positively impact on organization emergence. For instance, the founder of UAPA knew before starting his organization that society did not allow

women to freely participate in powerlifting, which guided his female recruitment actions. The negative outcomes of those actions led him to perceive the concept of gender sports as a challenge to the formation of an all-inclusive club. On the other hand, the extent to which the influx of immigrants was changing the delivery of recreational sports on the campus of U of A became apparent as Greg focused his recruitment campaigns on newcomers. His dream of forming a powerlifting club was thus encouraged as more immigrants joined UAPA.

Greg's view of the environment as being moderately dynamic could have been otherwise had he avoided women in the construction of the club and, instead, focused on the construction of an all-male organization. He might have found that social construction of feminine sports was not changing and, therefore, women could not have joined UAPA. Again, had he targeted resident Canadians instead of immigrants in the construction process, he might have found that the environment was less dynamic. His earlier knowledge of immigrants' interests in various sports, made him incorporate the newcomers who were interested in participating in the formation of UAPA. The number of immigrants who got involved with the creation of the powerlifting club convinced the founder that the environment was indeed changing.

Case C

The Recreational Soccer Club (RSC)

Background

To investigate the processes of enacting organizational environments in retrospect, the formation of the Recreational Soccer Club (RSC) was studied. RSC has been in existence for over nine years as a U of A affiliated sport organization and its administrative structures are fully operational for which reason I classify it as an established VSO. RSC has a long and rich history surrounding its origin, notably, its foundation emphasis on social and low impact soccer and its highlighting of "over 35 years of age" as a membership requirement. The historical account rendered by the founding members established that there existed an informal soccer club in Edmonton over 40 years ago. According to the account, the previous soccer club was formed by a group of Ski Patrollers who worked at the backcountry ski hills of Edmonton to administer first aid to people who patronized skiing during winters. The original members of the former soccer club called themselves the "Downhill Kickers", which was a reflection of the ski patrol activities they performed on the hillside. Some members of the Downhill Kickers, as they advanced in years, regrouped to form RSC. Jacob (pseudonym), one of the founding members recounted:

> "We were members of an old informal soccer group many years ago, I am talking about 40 to 50 years ago. The group was called Downhill Kickers…because the original group that started the club were all ski patrol people. I know a couple of our current members who started with us and played with us for over 10 years and, amazingly, we are playing together again in this new club" (Interview with Jacob, April 2006).

The main focus of the current RSC was to provide soccer at a non-competitive, low impact, and social level for mature individuals who were over 35

years of age. The membership of the recreational soccer club was primarily directed to all qualified soccer enthusiasts within the university community and its immediate environs. RSC, as a result, welcomed all manner of players, males and females. Nonetheless, the founders operated within the maximum membership quota of 30 individuals at a time as per their memorandum of understanding, which was signed with the University of Alberta before affiliating the club to the university. The group scrubbed membership fees but accepted various amounts of contributions from members for the purchase and maintenance of equipment and for funding social gatherings. Joseph (pseudonym), one of the initial founders had this to say:

> "…The most important thing was to keep the sport alive, do some exercises, and meet other people, which was important for most of us. As we were getting older, it became harder to keep playing the sport we loved, but in a group like ours it was easier to get motivated… We encouraged everyone to join us…males and females…welcomed all. We did not charge any membership fees but we contributed individually to cover the cost of our social activities, equipment, and pitch rentals. As much as we needed more people to join us, we could not exceed 30 members at a time" (Interview with Joseph, April 2006).

The activities of the club–meetings, games, socials–were held once a week in the evenings, every Thursday, at a location predetermined and communicated to members well ahead of time. RSC adopted the gym at the Butterdome at U of A for their indoor games during the winters and, during summer months, the soccer field at Faculté Saint-Jéan, an outskirts campus of U of A. RSC started about nine years ago and has a full quota of membership (30) at the moment. The founders turned many potential members away due to membership restrictions and a lack of playing space, especially during the winter months when weather conditions restrict the club's activities to the four walls of the Butterdome's soccer field.

Founders' Background and Preconceptions – RSC

RSC owes its inception to two friends and soccer devotees, Jacob and Joseph (pseudonyms), who are currently full-time employees of the University of Alberta. The founders migrated to Canada from Europe many years ago and knew each other long before the university employed them. Each of the founders was involved with soccer administration at various levels of the sport prior to immigrating to Canada. One of them has created two different sport clubs for adults, one in Europe and the other here in Canada. The other founder, though not as experienced as his counterpart, has been involved mostly with the organization of soccer tournaments for children in Europe and in Canada. They are both committed soccer volunteers who teach the skill of soccer to beginners and organize soccer tournaments for different clubs. Thus, for the many years of their stay in Canada, the founders have been involved with soccer by playing the sport, teaching the skill to younger players, helping to organize soccer tournaments, and managing teams during tournaments. At some point in their lives here in Edmonton, they joined the Downhill Kickers and became friends with others who shared their soccer ideals. The founders have lived in Canada for most of their adult years and have remained committed to upholding their inherited soccer tradition. They have very good knowledge of the sport. Jacob recounted:

> "The two of us who started the soccer club came to Canada from Europe and we had other members who came from different countries, which play soccer more than hockey. My friend (Joseph) and I have been playing soccer for a very long time…and we have both been organizing soccer clinics for children and adults even before coming to Canada. (Joseph), I understand, created some soccer clubs in Europe, about two of them or something like that, before moving to Canada. He was so much into soccer that when he moved here he never stopped coaching or volunteering to help other soccer clubs in town. I have been helping out with kids' tournaments here in Edmonton, but at the same time, I have been helping to organize voluntary soccer for

summer camps and managing assigned teams that participate in those tournaments..."(Interview with Jacob, April 2006).

As members of the old soccer club, Downhill Kickers, the founders knew several of their teammates who were over 35 years and living in Edmonton before starting RSC. They were also aware of several recreational soccer clubs that existed in Edmonton and had links with some members and managers of those soccer organizations prior to the institution of RSC. Again, having worked at U of A for over 10 years, the founders were aware of the Campus Recreation Committee and how it facilitated the formation of sport clubs at the university. They knew faculty members, students, and other workers who were passionate about soccer as well as their family friends who were looking for opportunities to play soccer:

"Some of us have played competitive soccer throughout our lives, and in the past we were members of the Downhill Kickers, an old soccer club that was in town some time ago. I knew many of the old players who were still living in Edmonton at the time and most of them, like me, were then well past 40 years. That meant our knees and ankles wouldn't take too many years and so this club seemed to be a good rest that way... There were several clubs in town that played competitive soccer but, like I said, we didn't want to be part of that. Ours was to play low profile and less competitive game, and relaxing soccer... We were always in the Butterdome and we saw faculty members and students who played low impact soccer... We then met with members of Campus Recreation many times to talk about how to form this club and they helped us in many ways" (Interview with Joseph, April 2006).

The founders were very much aware of the soccer facilities that were available at U of A and knew individuals they could target as members of the soccer club. The founders knew of the harsh winter conditions in Edmonton that prevented year round outdoor soccer and also knew how to access soccer facilities at the Butterdome and other university properties. Though the founders had passed the age of playing competitive soccer, they were aware of how older individuals, friends, and family members were retaining their physical fitness through non-

competitive (low impact) social soccer. The founders thus knew several individuals who shared their non-aggressive and recreational soccer ideals before forming RSC.

> "There were many people here on campus who were old but interested in playing soccer. I met many graduate students, professors, and other workers who were old but came to the Butterdome on regular basis to play soccer, especially during the cold winter months because they could not play outside… The Butterdome was an amazing facility for us during the cold months and it was the only place we could play soccer during the winter. My friend and I were working at the university and, after many years, we decided to form this club and affiliate it to the university so that we could use university facilities and give other soccer players the opportunity to join us. This was definitely an opportunity for us to play soccer and also be with friends and family members who had the same kind of love for the sport…"(Interview with Joseph, April 2006).

Again, the founders were also aware of the rules and regulations that governed the use of the Butterdome and club formations at the university. They knew how to access grants from the university and they were aware of the accounting and bookkeeping requirements that went with those grants. They were familiar with facility booking procedures on campus and knew of the problems that users encountered including clashes with examination timetables and closure of facilities during major holidays. Having lived in Edmonton for most of their adult years, the founders were also aware of babysitting requirements that posed major challenge, particularly, to club members who had younger children:

> "…We know of the challenges that come with organization a university club…including bookings of facilities, running of accounting books to justify the use of our grants and things like that…Though we anticipated some challenges because we knew how the university required affiliated clubs to render accounts. There was also the issue of getting babysitters for our members who had children during games' time, which was a headache for many of our friends because we were meeting, mostly, on the evenings of Thursdays…" (Interview with Jacob, April 2006).

Furthermore, the founders were aware of how soccer was being patronized by the present generation of Canadians as compared to the generation of the founders.

They knew soccer was gradually becoming a sport for both males and females and mixed teams were becoming the order of the day even for older players. They were also familiar with the impact of immigration on the changing trends of soccer in Canada as well as the springing up of several soccer clubs in the vicinity of Edmonton. Jacob confirmed his awareness of the changing soccer trends in Edmonton before the construction of RSC:

> "…The number of Canadians who were getting interested in soccer as a sport at the time continued to increase and, even here at the university and all across Edmonton, the number of men and women who were playing the sport kept adding up as more people were attracted to the sport on daily basis… Many soccer clubs were also coming up when we started this club, especially, every summer, we had tournaments for men's teams, women's teams, even we had mixed teams, and so many kids clubs… Before we started this club our target members were mainly people of European descent who came to Edmonton and to the University. We were also targeting people from Islamic countries in Europe where soccer was played as the main sport. Today, our membership is made up of people from South American and a couple of Americans coming from the States, and many Canadians..." (Interview with Jacob, April 2006).

In short, the founders had rich experiences in club formations, management, and organization of team tournaments as well as a long history of voluntary coaching before forming RSC. The founders also had knowledge of the soccer facilities at U of A and knew available older soccer players as well as friends who were interested in playing social soccer within the environment. The founders knew in advance the rules and regulations that guided the creation of university-affiliated clubs, and the harsh winter conditions in Edmonton. They were also aware of how soccer was becoming more popular among Canadians today than those of the founders' generation. The background soccer experiences and preconceptions of the founders appear to have shaped their perceptions of the organization's environment in diverse ways.

The Founders' Perception of the Environment - RSC

The founders found the environment very munificent, very complex and moderately dynamic for a number of reasons. The founders' previous soccer history, club formation and management, knowledge of available soccer facilities, players, requirements of university affiliated clubs, and knowledge of how soccer was gaining popularity among Canadians made them perceive the organization's environment as they described it. While the founders' perception of the environment's munificence and dynamism encouraged their creation efforts, viewing the environment as very complex created concerns and challenges to the founders' creation dream.

Perceived munificence: First, the founders perceived the environment as resourceful because of their knowledge of the presence of the older players of the Downhill Kickers before the construction of the organization. They knew that many of their old teammates were still around and available to join RSC, which made the founders conclude that the environment was very resourceful and conducive to starting the club:

> "…We used to play soccer many years ago with some of our friends who were still around at the time we started this club… There were also many older soccer players here on campus but many of our old friends were not on campus... As we were aging, we couldn't commit ourselves to competitive games but we loved soccer…and this was the club without high commitment…and without stress, which many of our old friends were convinced to join" (Interview with Jacob, April 2006).

Second, having worked at the university for over ten years, the founders knew where to consult and retrieve information pertinent to the construction of the soccer club. For example, the founders were familiar with how Campus Recreation facilitated the development of new sports clubs at the university, which accounted for their perception of the environment as being munificent. The founders also

perceived the environment as open to the creation of the club as they became aware of advertising avenues such as the Campus Recreation's Activity Guide in the creation process. Joseph described the advertising opportunities during the construction of RSC in this way:

> "When we saw that most of our old soccer players were off campus, we had a meeting with Campus Rec. to find answers to our questions of involving outsiders…and we came to an understanding and agreement that X number of members had to come from the university in order for us to qualify fully as U of A sport club, which made sense to us. The best thing was that we did advertise the club in the University Calendar and Campus Recreation Activity Guide and Brochures for people to see us as a university group if they wanted to give us a trial…"(Interview with Joseph, April 2006).

Third, the founders found the environment to be very munificent because they knew in advance individuals, friends, and family members who were participating in soccer for health, entertainment, and social reasons even at their advanced ages. The alleged presence of those individuals and their involvement in the creation of RSC gave moral support to the founders' club formation effort, which made them rate the environment as very munificent and receptive to the establishment of the club.

> "…We targeted those old people we knew who were still playing soccer. We also contacted our friends and some family members who shared our soccer interests. Though we welcomed everybody but we made it very clear that ours was a social club as much as it was a soccer club…we did social activities throughout the year. We got together occasionally in somebody's house, we brought the families along and family members were fully involved in the club and other social gatherings. We went camping in the summer, we barbequed at the park, and tried to get some games going at the same time" (Interview with Joseph, April 2006).

Again, the founders' knowledge of the existence of other soccer organizations that shared the ideals of a non-competitive and low impact approach to soccer prior to the creation of RSC made them perceive the environment as being very munificent. The founders saw those soccer clubs as partners with whom they could engage in activities such as friendly matches and tournaments to give the members of RSC fair opportunities to play the game at their own levels:

> "We knew several soccer teams that were non-competitive like us and we tried to play with them over the summers. There were other soccer groups in town that were not university affiliated but played for entertainment and exercise... Our biggest motivation was that when we played with such teams every member of our club was guaranteed a fair chance to play and everybody was treated respectfully, because we played in turns for 15 to 20 minutes and changed the teams for others to take their turns..."(Interview with Joseph, April 2006).

Finally, the founders saw the environment as being very munificent and resourceful due to their previous knowledge of soccer pitches and parks, which provided venues for games and social gatherings before starting RSC. The founders also saw the soccer pitch at Faculté Saint-Jéan during the summer months as very accommodating, which further convinced them that the environment could provide all year round facilities. Jacob narrated how they accessed venues and planned games:

> "We played indoor games during the winter with other clubs in the Butterdome of the university. We paid for the indoor facility but then it could accommodate very few of us at a time so we normally played 5 on 5 for few minutes and we changed teams so that everybody could play. In the summer it was easier for us, we played on the field at Faculté Saint-Jéan. We also carried out our social activities after the game in people's homes that were big enough to accommodate us in the winter or we rented community halls occasionally for things like New Year's celebrations and birthday parties. But in the summer it was easier for us because we could use backyards or the parks for barbeques and other get-togethers" (Interview with Jacob, April 2006).

In sum, the basis of the founders' perception of the environment as being very munificent and conducive to the creation of RSC appears to have stemmed from their knowledge of the presence of former players of the erstwhile Downhill Kickers prior to the beginning of RSC. They also viewed the environment as very munificent because of their familiarity with soccer facilities that were accessible throughout the winter and summer months at U of A. Their awareness of Campus Recreation's programs and support for the formation of university clubs also made them perceive the environment as being very munificent to support the formation of RSC.

Perceived complexity: In the process of forming the club, the founders rated the environment as very complex as they became familiar with university requirements for clubs' formations such as the writing of constitution, bookkeeping, and accounting regulations for university grants. Their familiarity with other demands such as babysitting laws that affected members' full participation and the procedures of booking or reserving university facilities seemed to make the founders' perceive the environment as very complex.

The founders saw the environment as very complex as they became aware of constitution requirements in the process of forming a university-affiliated club. They viewed the writing of the constitution as very demanding because they were made aware of its scope, which embodied the description and specification of the club's activities and tenets. Jacob expressed the tricky and challenging nature of the constitution writing:

> "…The biggest thing was to get the constitution pushed through the Campus Recreation committee. The constitution, we were told, was a requirement to become a university sport club. We had to convince them about our intention to have a soccer club because the university already had a soccer club, the Pandas and the Bears, with which we didn't want to be associated. Those were not the type of clubs we were looking for. We didn't want to play the league or play any competitive soccer with the 18 or 25 year olds. So, we had to convince them that this is strictly recreational, for men and women, for exercise and entertainment more than for anything else… We got some help, we wrote down the constitution, presented it within the rules, and we got approved" (Interview with Jacob, April 2006).

Again, the founders perceived the environment of RSC as very complex as they became aware of bookkeeping and accountability requirements associated with grant allocations. The founders also perceived existing procedures leading to consideration and qualification for grants from the university as complicated and discouraging. They considered the required up-to-date bookkeeping and accounting

for every dollar granted by the university to sport clubs as very demanding in many ways:

> "The problem with university grants was that we were required to do proper accounting to justify the use of whatever money we received… Ours was a club that was mainly voluntary driven and a lot of us didn't want the headache of running books basically… What we did was, okay, we were having a game and the costs was about $200, we would then split the cost up for members that were playing that night and everybody was very comfortable with that. A lot of us were not very comfortable with receiving grants with a requirement of running books and financial statements to justify our expenses at the end of the year with receipts… It was a little bit too formal" (Interview with Joseph, April 2006).

Again the founders perceived the organization's environment as very complex because they were aware of the required procedures of booking university facilities. Despite the availability of soccer pitches and parks, the founders saw as bureaucratic many of the things that had to be done to reserve and access those facilities, which included phone calls, early or timely bookings, avoiding clashes with examination periods as well as other users of the facilities. The regulations also required the founders not only to pay for the facility user fees before usage but also to meet the requirement of 70% of the club's membership coming from the university community.

> "We were finding problems with how to get through the bookings of the facilities. We needed to make phone calls to book for whichever field we wanted to use on time and pay for it since other groups might like to use the same facility. There were times that the university conducted examinations in the Butterdome and those times were to be avoided. We needed to indicate the time we would like to use the facility for them to check against other university programs and things like that… We could use the soccer facilities but we had to be university affiliated with at least 70% of our members being university students, staff, or workers" (Interview with Joseph, April 2006).

The founders found the environment to be very complex because of their prior information that 70% of the club's membership had to be registered as students as per university's policy requirement. The founders viewed the policy as a major challenge

to their intention to create a soccer club comprising members who were over 35 years as most students were below 35 years of age:

> "We were told at our initial meeting with Campus Recreation that there were policies and regulations that we needed to conform to as university affiliated club… We had a lot of problems with the policies of the university as a mature soccer club. We were told we had to restrict our membership to a certain university population… with 70% being students for us to qualify as university affiliated sport club. But our target population was off campus and most of them were no longer students because they were over 35 years… So, we shifted our focus to the university staff and got a lot of request basically from them…"(Interview with Joseph, April 2006).

Finally, the founders saw the environment as very complex because of their familiarity with babysitting requirements for children of members. The founders perceived the babysitting laws as a threat to members' full participation in the club's activities, especially, those who had younger children as well as members who were single parents. The founders knew prior to forming the club that the services of babysitters were required for young children either left at home or brought to the soccer field while parents participated in club's programs, which made them see the environment as being very complex. Linda (pseudonym), one of the single parents and a member of the club, expressed the challenges of playing soccer and meeting the obligations of babysitting and what Jacob and Joseph thought:

> "…Playing soccer is a social activity for me, but it has been a challenge in my everyday life. I had a daughter, who was very young, and I was not married anymore to her father and if my ex-husband couldn't take her on those nights, it was pretty hectic to just bring a small child along and have her hang on the sidelines without a babysitter. It did not make any difference if she was left at home. The law required that children should be accompanied by an adult at all times but (Jacob) and (Joseph), our leaders, thought babysitting had always remained a challenge …"(Interview with Linda, April 2006).

To sum up, the founders' perception of the environment as being very complex seems to have emanated form their awareness of university regulations and requirements of sport clubs such as constitution writing, justification of awarded

grants, and bookings of facilities. They also seem to have perceived the environment as very complex because of information they gathered on university policies that required 70% of affiliated club members to come from the university community as well as their awareness of the general babysitting laws before forming the club.

Perceived dynamism: The founders of RSC perceived the organization's environment as moderately dynamic due to their prior awareness of changing soccer trends at the time they were establishing the club. First, the founders saw recreational soccer delivery as changing from the traditional male-on-male to include female-on-female and mixed teams as both sexes were beginning to play more commonly together. Linda explained:

> "We didn't have restrictions for women because (Jacob) and (Joseph) thought males' only games were changing at the time to include females as we saw in most of the clubs in town. We gladly accepted females to play with us but that didn't happen easily because of different opinions and concerns. But we could afford to be inclusive because we were not competitive … some really were concerned about what sexes they had on their teams for a night. So, we had to do a lot of planning to get them along. What we tried doing was; for example, let's say there were two girls during the night they would not play on the same team. We did not want to have an all girls team against a men's team. Again, because of skill differences, we tried as much as possible to spread members around different teams. We didn't want to have a superstar team against the rest of us. That was not what our club was about..."(Interview with Linda, April 2006).

Second, the founders found the environment of RSC to be moderately dynamic because they knew before the formation of RSC that contemporary Canadian parents were changing considerably from being predominantly "hockey moms and dads" to more "soccer parents". They saw a good number of today's parents as being interested in soccer almost in equal measure compared to hockey, which the founders perceived as supportive to the creation of RSC. They also viewed the environment as changing to strengthen existing recreational soccer clubs and

encourage the creation of new ones because of their earlier knowledge of how many people were turning to soccer. The founders' perception of soccer transformation was evident:

> "I think the playing of soccer as a sport was going through a lot of changes and many Canadians…Moms and Dads at the time were becoming more interested in soccer as much as they were in hockey and some of them were playing a lot more soccer at the time. About 40 years ago, soccer in Canada was not a popular sport. So, the people we targeted to form this club were mostly from our generation who grew up with soccer not in Canada but from elsewhere. The problem will not be there 20 years from now because the younger generation is playing more soccer than before… During our time, people grew up with hockey more than anything else…" (Interview with Joseph, April 2006).

Third, the founders viewed the environment of RSC as moderately dynamic due to their prior familiarity with the influx of people from different traditional soccer countries to Edmonton and the University of Alberta. The founders saw the increased participation in soccer on campus as a result of the continuous inflow of people of European and South American descents into the university community. They perceived immigrants coming from soccer cultures as the reason for the change of attitude towards the sport of soccer in general. Peter (pseudonym), an older member, recounted how the founders took advantage of the influx of immigrants into the region that had swollen up the general population and interest in soccer:

> "…Our leaders, (Jacob) and (Joseph), knew that the population in Alberta had grown over the years and different nationalities had moved into the province, so they opened the club to those immigrants… I would say we had about ten different nationalities within the club from the beginning. It was like the United Nations because different people who came to Canada from soccer playing regions, Europe, South America, Africa, were playing the sport here in Canada. Some of them were forming new recreational soccer clubs while others were joining existing clubs in town and that changed the overall interest in soccer as we saw around us…" (Interview with Peter, April 2006).

Fourth, the founders perceived the organization's environment as being moderately dynamic due to their earlier knowledge of several soccer organizations

that were springing up in Edmonton and its surroundings. They were also aware of the institution of a soccer league system in Edmonton, which attracted some talented members of RSC. Joseph expressed how the league system and the numerous soccer clubs were changing the delivery of recreational soccer within the metropolis:

> "…We had some members that actually started with us and played for some time to see what they were capable of doing and then went on to join the league soccer clubs. There were many soccer clubs coming up in town purposely to play in the league and it was more for competition than recreation…some of our members who were not too old left us and joined other clubs and only returned to ask some of us if we would coach their new found teams…"(Interview with Joseph, April 2006).

In conclusion, the founders perceived the environment of RSC as moderately dynamic from traditional all-male soccer to mixed teams because of their awareness of how other clubs were increasingly involving women in their teams. They were also familiar with how some parents were changing from pursing hockey to engaging in soccer activities for which reason they saw the environment as being moderately dynamic. The founders further perceived the environment of RSC as reasonably dynamic due to their knowledge of the influx of immigrants with soccer interests and the proliferation of soccer clubs in and around Edmonton prior to the creation of RSC.

To summarize the overall perception of the founders, they perceived the environment as being very munificent, supportive, and encouraging to the construction of RSC due to their earlier knowledge of soccer players, facilities, and organizations such as Campus Recreation, which supported the construction of the soccer club. The founders perceived club formation requirements, rules, and regulations (including constitution writing, bookkeeping, and babysitting laws) as very complex and challenging to the creation of the club. Finally, due to the founders'

familiarity with changing soccer trends, such as women's increased involvement in soccer and the springing up of more soccer clubs in a predominantly hockey culture, they perceived the environment as moderately dynamic. Table 4 gives a summary of factors accounting for founders' perception of the environments as being very munificent, very complex, and moderately dynamic in the creation of RSC.

Organization	Perceived Munificence	Perceived Complexity	Perceived Dynamism
Case C RSC	Availability of erstwhile Downhill Kickers, Presence of U of A and Campus Recreation, Availability of soccer facilities, pitches and parks, Presence of soccer organizations, Support of family members and friends	Requirement of codified constitution, 70% U of A membership base, Rules and regulations on facility's usage and bookings, Bookkeeping and accounting requirements for university grants, Babysitting laws	Change from all-males soccer to mixed teams –two sexes on one team, More parents' involvement in soccer, Influx of immigrants, population dynamics, and increased soccer interests, Springing up of soccer clubs and the league system

Table 4: Perceived environments influencing the creation of RSC

Enactment Processes of the Environment – RSC

The founder's view of the environment as being very munificent appeared to be based on the outcomes of their membership drives, which were informed by their previous knowledge of the presence of former teammates who were over 35 years. The founders' previous knowledge of the erstwhile Downhill Kickers made them focus the membership drive campaigns at the old teammates. The founders reconnected and invited the old players to join RSC through meetings. They used word-of-mouth to invite family members, co-workers, and close friends who the founders knew were soccer enthusiasts. They also ran advertisements in the Campus

Recreation Activity Guide and the University Calendar that targeted older soccer players in and around the university community.

The foregoing actions and activities of the founders yielded favourable responses as many older soccer devotees and several of the former soccer associates came to join the club, which reinforced the founders' perception of the environment as being very munificent. For example, the positive outcomes of the founders' activities convinced them that there were many people within the age range who were interested in the formation of RSC, which led the founders to conclude that the environment was conducive to the creation of the club. Thus, the founders' selective campaign actions and advertisements led to their reconnection with many of their former teammates and the enticement of several older soccer players who were co-workers, friends, and family members to join the club. It is worth noting that without the campaign activities informed by the founders' preconceptions, it would have been hard to say whether the older players could have been attracted to participate in the construction of RSC. The positive responses from the target population convinced the founders that the environment was very munificent.

Again, the founders' view of the environment as munificent seems to have emanated from the outcomes of their actions, which were based on their earlier knowledge of Campus Recreation, U of A, and other soccer organizations in Edmonton. The founders consulted with Campus Recreation officials and U of A facility managers to discuss their intention to use the Butterdome during the winters and the soccer pitch at Faculté Saint-Jéan during the summers. They were permitted to use the requested facilities as a university-affiliated club, which led to the

founders' perception that the environment was very munificent and resourceful in providing all-weather soccer facilities to support the construction of the club.

Furthermore, the founders' prior information on the existence of similar soccer clubs in town equally guided their meetings and the institution of recreational tournaments, the results of which convinced them that the environment was very resourceful and receptive to the formation of RSC. The founders met with the leaders of clubs they knew and discussed the possibility of engaging them in social tournaments. Several of the clubs accepted and welcomed the idea and, as a result, instituted occasional tournaments among themselves, picnics, and chatting over coffees after games. The encouraging responses the founders received from other club leaders provided opportunities for members of RSC to play social soccer and meet people with common sport interests, which convinced the founders that the environment was very munificent, favourable, and conducive to the construction of the soccer club.

The results of the foregoing analysis thus provide strong support for the first orienting proposition (1), which states that founders' preconceptions guide their selective organization creation actions that, over time, enact the environment's munificence in particular forms to impact on emergence of sport organizations. Thus, the founders' knowledge of older teammates, organizations such as Campus Recreation, and soccer clubs directed their construction activities. Specifically, based on their preconceptions, the founders' directed their search for facilities, grants, and tournament opportunities at known organizations and targeted, in their various adverts, the older players. The founders, likewise, used their earlier knowledge of the

weather conditions in Edmonton to search for all-year-round soccer facilities and the overall positive responses of the founders' actions made them rate the environment as very munificent to support the club's formation.

It can therefore be said that without the aforementioned activities and actions, which were guided by the preconceptions of the founders, the munificence view of the environment could have been otherwise. For example, had the founders focused their advertisements and membership drive campaigns on ordinary older individuals instead of targeting the old soccer mates, they might have found that the environment was less munificent in providing "over 35 years" soccer players. Likewise, had the founders failed to trace and invite the erstwhile Downhill Kickers, attracting unknown older soccer players could have been a challenge and the environment would have appeared less munificent. In short, had the founders not been involved in soccer in the past or had they known different organizations instead of Campus Recreation and U of A, it would have been difficult to say whether they would have looked in the right places and found what they were looking for, such as all-weather soccer facilities. Thus, to a larger extent, who the founders were as soccer enthusiasts and managers seems to have influenced their actions throughout the processes of the organization construction, which led to their view of the environment as being very munificent in the formation of RSC.

Similarly, the founders' perception of the environment as being very complex seems to be largely based on the indications of their activities. Having known of Campus Recreation in advance, the founders undertook fact-finding investigations and demanded answers from Campus Recreation officials for their

questions about how to become a university-affiliated club. They met and consulted with Campus Recreation officials and deliberated on issues of constitution writing, grant allocations, auditing, and accountability of monetary resources. For example, the founders learned through the meetings and consultations that they needed to draft a constitution according to a specified format. Again, they "discovered" that 70% of their members needed to be U of A community members in order to qualify as a university-based sport club. They further became aware that their qualification as a university club would be their license to access university grants and facilities. The outcomes of those consultations and meetings revealed to the founders more of the stringent requirements, rules, and regulations associated with the formation of a university club, which led the founders to conclude that the environment was very complex.

The founders further perceived the organization's environment as being very complex due to the outcomes of their efforts to access university soccer facilities, grants, and babysitters. The founders used the internet and phone call procedures to make reservations and book particular facilities and venues needed for the club's programs. They learned through facility reservations and bookings that the procedures required several phone calls, follow-ups, and confirmations, and they encountered occasional disappointments and clashes with other programs. For example, they discovered that different groups used the Butterdome and, during examination periods, the university took over the entire space, which led to the founders' perception that the environment was very complex.

Again, the founders' earlier information on university grants, which required bookkeeping and accountability, guided their financial decisions and actions the results of which made them perceive the environment as very complex. The founders wanted to access grants to finance their programs but the requirement of detailed accounting, which was periodically edited by the university, made them forfeit the opportunity and, instead, share the cost of each game amongst participating members. The founders saw themselves as sheer recreational soccer enthusiasts and, for that reason, did not want to commit themselves to financial regulations and the scrutiny of auditors, which they perceived as too formal, demanding, and time-consuming and, therefore, very complicated.

Similarly, the founders' prior awareness of babysitting requirements made them plan for the services of babysitters during games and the revelations of their actions convinced them that the environment was very complex. As the club started to operate at full capacity, the family members who had younger children looked for the services of babysitters to accompany underage siblings either left at home or brought to the games' grounds. Since the club's convenient meeting time was Thursday evenings, getting babysitters at that time became challenging, which convinced the founders that the environment was less supportive of the club's activities. Thus, through their actions of engaging babysitters in the evenings, the founders learned that babysitters were not readily available at certain times of the day, which posed a tremendous threat and challenge to the formation of the club. It appears the sentiments of leaving younger children at home during the night and on the sidelines at game times were complicated enough to keep potential members away from the

involvement of the club, which led the founders to see the environment as being very complex.

The above findings strongly support the second orienting proposition (2), which suggests that VSO founders' preconceptions guide their selective organization creation actions to either meet or neutralize the demands of environmental requirements that, over time, bring the complexity of the environment into being in particular ways. That is to say the founder's previous knowledge of organizations like Campus Recreation directed their investigations, meetings, and consultations. This revealed challenging indications such as constitution writing, bookkeeping regulations, and membership restriction rules that led the founders to perceive the environment as very complex. Their knowledge of babysitting requirements and facility bookings, for instance, guided their search for babysitters and needed facilities. Those activities revealed the challenges associated with accessing evening babysitters and the cumbersome procedures associated with facility bookings, which convinced the founders that the environment was very complex.

The founders' perception of the environment as being very complex could have been otherwise. Had they affiliated their club to any other institution instead of the university, they would have found that the environment was less complex in providing opportunities to over-35 years soccer players. Again, had the founders booked their soccer facilities at other places instead of the university, they would have found that there were less clashes of programs at other soccer venues compared to the Butterdome. Thus, the revelations of the founders' actions, activities, and behaviours guided by what they knew before the creation of RSC have led them to

perceive the environment as being very complex. The founders saw the revealed complexities as exerting pressure on the formation of the club, which led them to conclude that the organization's environment was very complicated in many ways.

Finally, the founder's description of the environment as moderately dynamic appears to be based on the results of their attempt to create a mixed soccer club due to their prior familiarity with the changing trends of soccer in Edmonton and in Alberta as a whole. The founders' awareness of how other clubs were accepting women and creating mixed teams encouraged them to open their club's membership to both sexes. They invited men and women who were over 35 years and interested in recreational soccer to join the organization. The positive responses from males and females who were willing to join RSC convinced the founders that the environment was gradually changing. The founders further "discovered", through the inclusion of males and females, that the majority of the adult players welcomed the ideals of mixed soccer. They also organized mixed teams tournaments with similar clubs and learned that the game of soccer was indeed changing from its traditional male dominance to include both sexes on one team. The foregoing revelations confirmed the founders' perception that contemporary Canadians were playing more soccer compared to the founders' generation, which admired hockey more than anything else.

The founders' earlier knowledge that immigrants were coming to Edmonton with their soccer traditions guided them to target immigrants with soccer backgrounds during their formation campaigns. The positive responses from people of South American, European, and African descent to the invitation to join RSC led the

founders to perceive the environment as being moderately dynamic in terms of increasing popularity of soccer as a sport in Edmonton. The founders came to the realization that many of the people who migrated to Edmonton with their soccer cultures had resorted to either forming or joining soccer clubs. The founders learned that the increasing immigrant's population was the reason for the proliferation of soccer clubs in Edmonton and the creation of the league system, which led to their perception that the environment was moderately dynamic. The founders further "discovered" that the increase in soccer clubs was a mixture of blessing and challenge to the formation of RSC. The proliferation was a blessing when it came to engaging similar organizations, but a challenge as some of RSC's members left to play competitively in the league.

The foregoing findings partially support the third orienting proposition (3), which indicates that founders' preconceptions shape their selective organization creation actions that, over time, bring the dynamic trends of the environment into being to positively impact on organization emergence. The founder's awareness of how women were agreeing to play soccer with men and how immigrants were patronizing soccer in Edmonton made the founders focus their membership drives on the two groups. Those selective targets saw many women and immigrants join RSC, which led the founders to conclude that the environment was changing from all-male soccer games to mixed teams and gradually from hockey to soccer leagues. However, the founders saw that proliferation of soccer clubs and the emergence of the league system in Edmonton was a threat to the creation of RSC as some older soccer players accepted to play competitively in the league and, therefore, left RSC.

The founders' perception of the environment as being moderately dynamic could have been otherwise had they, for example, invited males only instead of both sexes. They would have found that the environment was more static and that soccer remained males' preserved sport in Edmonton. Again, if the founders had invited, for instance, hockey devotees to join the club instead of the immigrants with soccer cultures, they would have found the environment not to be changing with regards to participation in soccer. It would have been hard to say whether the revelations of the above-changing soccer trends would have been "discovered" without the actions of the founders, which were based on their preconceptions and soccer background experiences.

Chapter – 5 -
DISCUSSION OF RESULTS AND CONCLUSION

This chapter discusses how the environment was enacted in a way that was conducive to the founding of the three organizations and comments on how other conditions were seen as complex and dynamic in terms of their influence on the emergence of the three sport clubs. The chapter further sheds light on pertinent lessons that potential VSO founders could learn from the findings with respect to the expertise they need should they decide to start a VSO. It also highlights and compares findings of this study to other works grounded in the enacted theory. Finally, the chapter concludes with a summary and limitations of the study and suggests directions for future research.

The findings, first and foremost, suggest that the environment of the three sport organizations became meaningful, resourceful, and conducive as well as complicated and dynamic mainly within the context of the founders' background experiences, perceptions, preconceptions, and actions (Smircich & Stubbart, 1986; Weick, 1988; 1995). Thus, the founders of the organizations have come to perceive the environment as more or less conducive to founding the sport organizations, full of rules and regulation, and changing based on their preconceptions that informed their selective organization creation actions. The founders appeared to have enacted the "reality" of the environment as they described it based on the outcomes of their actions as shaped by their preconceptions, worldviews, and background characteristics (Weick, 1988).

Figure 1 illustrates how founders' background characteristics and preconceptions have been the basis for the ways they enact the organizations' environments in particular forms:

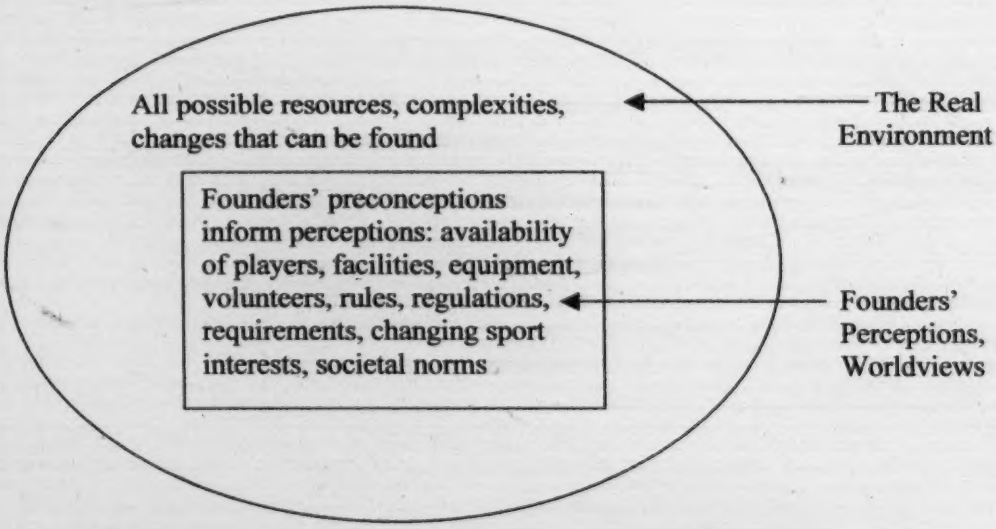
All possible resources, complexities, changes that can be found
The Real Environment
Founders' preconceptions inform perceptions: availability of players, facilities, equipment, volunteers, rules, regulations, requirements, changing sport interests, societal norms
Founders' Perceptions, Worldviews

Figure 1: Founders' worldview as a subset of the real environment

As in Figure 1, the circle represents all the possible environmental resources, challenges, changes, and conditions that founders can find, which can be thought of as the "real" environment. The square represents the resources and environmental situations that the founders' preconceptions and backgrounds enabled them to "discover", which is not the whole "reality of the environment". The results of the study have thus revealed that founders' preconceptions led them to undertake particular organization creation actions which, eventually, brought the munificence, complexity, and dynamism of the environment into being. For example, founders' prior awareness of the availability of players, volunteers, facilities, and equipment as

well as the presence of other organizations and information guided them to strategize their creation processes, which led them to find those resources and, as a result, perceive the environment as very munificent (Heeley et al., 2006; Smircich & Stubbart, 1986; Weick, 1995). The founders' prior information on the availability of players and related organizations, for example, made them shape their creation activities to target those players and contact familiar organizations for assistance. Founders failed to look beyond what they knew and, therefore, could not explore the entire environment for other possible potential players. Founders used strategies of social gatherings to accommodate, protect, and retain their friends, classmates, and family members they were able to recruit.

The forgoing findings are compatible with Weick's (1979) enactment-selection-retention framework as founders' strategic creation activities, for example, resulted in the selection of immigrants over locals in the creation of UOASCUBA. The founder of UAPA focused on classmates and retained their interest in the organization by frequent social gatherings. In the formation of RSC, the founders used social picnics to sustain the interest of friends and family members. Their selection and retention strategies made the environment appear more resourceful and capable of supporting the construction of the sport clubs. Thus, founders selected their organization creation activities based on their preconceptions and enacted several categories of environmental complexities and dynamisms. Founders protected and retained what appeared to be important resources to them and paid less attention or overlooked others that they perceived as less useful environmental resources. For example, founders' selective invitation to interested females to participate in

traditionally all-male sports, like soccer and powerlifting, made founders adjust soccer pitches and lower weights to accommodate female participants.

In comparing the processes of enacting munificent environments in the creation of the three organizations, for instance, the environments of UOASCUBA and RSC were perceived by the founders as being very munificent. This appeared to be the result of founders' abilities to "locate" relevant resources within the environment according to their organization creation experiences. For example, the founders sought help from selected organizations based on their previous dealings and familiarity with such organizations as the Alberta Underwater Council and Campus Recreation. The founders' former knowledge of those organizations' programs guided their meetings, consultations, and collaborations in the search for answers/solutions to their questions/problems, which made the environment appear very munificent. Thus, the organization creation events and what the founders were looking for within the environment were fashioned out of their experiences, preconceptions, and worldview (Weick, 1995).

In the case of UAPA, the founder at times perceived the environment as less munificent since he could not easily locate some of the resources needed for the construction of the organization. For example, the founder could not readily engage the services of powerlifting officials, which he attributed to the cumbersome process of officials' training and shortage of certified officials. Thus, the founder perceived the engagement of certified referees as very challenging, which made the environment of UAPA appear less munificent and less receptive to the construction of the organization.

The founders "discovered" more or less resources during the organization creation processes as they took the initial steps toward the realization of the organizations. Even then, the founders could never find the same level of resources, as their different background characteristics and preconceptions made them see, interpret, and do things differently and, as well, focus on different organization creation issues. However, as the founders of the three organizations started their various creation steps they became aware of more resources, regulations, and changes within the environment.

Similarly, throughout the construction of the organizations, the outcomes of founders' actions (based on their preconceptions) formed the basis of their perception of the environment as either very complex or somewhat complex, and very dynamic or moderately dynamic. Such perceptions were the direct results of founders' activities, which either encouraged or discouraged their creation efforts. In the case of UOASCUBA, for example, the actions of the founder revealed more environmental requirements such as conditional sponsorships, unfavourable university policies, and equipment specifications, which posed tremendous challenges to the construction of the organization.

In the formation of UAPA, the founder's prior information on complex environmental elements, such as societal norms and the misconceptions of who could powerlift, guided his behaviours leading him to find more limitations on female participation in powerlifting. Also, founders' prior knowledge of the engagement of referees guided his quest for certified referees, leading him to find more conditions

regarding the release of referees, which he perceived as significant threat and hindrance to the smooth construction of the organization.

With RSC, founders' earlier knowledge of regulations surrounding constitution writing, university grants, babysitting laws, requirements of facilities bookings and the requirement that 70% of their membership be U of A community members informed their strategic activities. The results of those activities posed challenges to the establishment of the organization and made it less attractive to some members. But in all cases, as founders became aware of the complex nature of the environment through deliberations and consultations, they relied considerably on their background characteristics and experiences to mitigate the negative effects of those complexities on the emergence of their clubs. A case in point is when the founder of UOASCUBA did not protest or contest the unfavourable existing university policies that governed student's club activities, insurance, and liability laws but rather solicited the needed financial help from sponsors and mentors to comply with and conform to the requirements of those policies.

To successfully realize the emergence of their organizations, the founders needed to contend with perceived dynamic and unstable situations and put in place certain concrete and strategic measures to effectively address those threatening conditions throughout the creation processes. For example, the founders of RSC added social gatherings to their games sessions as a strategy to reduce membership turnover, whereas the founder of UAPA entered into a media partnership to educate and engage women on the benefits of powerlifting.

Pertinent Lessons

There are several lessons for potential VSO founders to learn from the way founders' preconceptions, experiences, and history determine their perceptions and guide their organization creation processes to enact munificent, complex, and dynamic "realities" of the environment. One important lesson for those who want to see more VSOs being created is the fact that founders are bound to face very complex and uncertain environmental conditions when starting any organization. For example, founders can face stringent requirements such as meeting insurance regulations and conforming to facility usage policies, which can thwart their efforts to get organizations off the ground. However, mentorship roles that organizations and individuals play in the lives of founders can help them to contend with and overcome difficult conditions and, over time, come to see otherwise ambiguous environmental conditions as meaningful. For example, the following quotation confirms the above assertion in the emergence of UOASCUBA:

> "We have some challenges…our biggest challenge will be meeting liability and insurance requirements. The insurance has been a big issue with the setting up of the club. We met with an official from the risk management department couple of days ago, and she will be helping us to solve some of the insurance problems with the pools and lakes… Without insurance, we are told, we cannot go on dive trips. We need to work hard on that to make sure we are not frustrated in the end" (Interview with John, April 2006).

For instance, all three VSOs faced what could have been seen as very complex environments as measured by requirements for starting student sport organizations. If founders were to meet all those requirements and attempt to tackle those challenges by themselves without the help of other mentors/counsellors/consultants, they might never have founded the organizations in the face of those challenges. However, with the help and guidance they received from Campus Recreation, mentors, sponsors, and

other related organizations, the founders enacted the environments, in most cases, as only "somewhat complex" as seen in the quotation below:

> "…The biggest thing was to get the constitution pushed through the Campus Recreation committee. The constitution, we were told, was a requirement to become a university sport club. We had to convince them about our intention to have a soccer club because the university already had a soccer club, the Pandas and the Bears, with which we didn't want to be associated. Those were not the type of clubs we were looking for. We didn't want to play the league or play any competitive soccer with the 18 or 25 year olds. So, we had to convince them that this is strictly recreational, for men and women, for exercise and entertainment more than for anything else… We got some help, we wrote down the constitution, presented it within the rules, and we got approved" (Interview with Jacob, April 2006).

Another pertinent lesson is that, with advisory roles and guidance from relevant organizations, the founders were made aware of grants and subsidies they could receive including how to draft acceptable constitutions to become university-affiliated organizations, thereby making the environment more munificent. The findings further suggest that there are always more resources to be found and more regulations to be discovered, with the help of relevant consultants. Again, depending on who is looking for what information, there are always more relevant resources in the environment that could be revealed to the advantage of founders in the creation process. This means that the "real" environment can never be determined and founders can never really know all the possible resources required for the inception of their organization until they begin to act according to their preconceptions.

One surprising finding is that perceived environmental complexity such as demanding rules and regulations, unfavourable policies, conditional sponsorship, equipment rules and specifications as well as societal norms, do not always tend to discourage formation of VSOs as the positivist might argue (Aldrich, 1979; Becherer & Maurer, 1999). Founders act on their preconceptions to neutralize or meet the

effects of those complex situations, which normally lead them to "discover" support in their creation activities. For example, founders of TRAC acted to protest the closure of the river valley trails to cyclists in Edmonton, which yielded support from the community that led to the opening of the trails to the public. Thus, unfavourable policies do not always limit the formation of VSOs. Again, the founder of UOASCUBA acted not to protest the insurance policies of diving activities at the university but rather to seek information and clarification form authorities. That action of the founder led him to find that the insurance regulation had changed and new policies on insurance were explicitly defined to help prospective founders to conform to the requirements, thus neutralizing the negative effects of the regulation on the formation of the club.

One clear message of the findings is that enacted environments are difficult to separate from the creation of the organizations (Weick, 1995). Thus, the outcomes of the actions of the founders became an integral part of their environment, which could not be "separated" from the organizations or be pinpointed as "fixed" outside of the organizations (Aldrich, 1979; Weick, 1995). The processes through which the founders arrived at their understanding of the environment saw them producing or enacting the environment together with the organizations. Weick (1995) asserts that the separation of such created or enacted environmental conditions from the organizations becomes difficult as the enacted environments are not distinct from but intertwined with the creation process of the organization. Thus, the founders' preconceptions guided their creation activities and actions, which in turn led them to

"discover" and learn more of the munificence, complexity, and dynamic nature of the environment.

The findings contribute generally to the nascent empirical and organizational literature examining the relationship between organizations and their environments. The findings specifically provide a practical, deeper understanding and explanation of the enacted worldview in the study of organizations and their environments. Comparing the results of this study to the findings of Weick's (1988) study of enacted sensemaking in a crisis situation confirms that founders do not always know what the environment entails until they take steps that are based on their preconceptions to see what happens. Thus, actions determine the nature of the environment and "it is less often true that 'situations' determine appropriate action than that 'preconceptions' determine appropriate action" (Weick, 1988, p. 306). In other words, how can founders know what the environment can contribute in terms of supporting or thwarting their organization formation actions until they see what their actions (meetings, equipment and facility drives, consultations, membership drives, and search for sponsors) informed by their preconceptions bring?

Again, the findings are consistent with viewpoints of proponents of the theory of enacted environments and its significance to organization emergence (Christensen & Westenholz, 1999; Goll & Rasheed, 2004; Smircich & Stubbart, 1985; Weick, 1977; 1995). The basic assumption of the enacted perspective sees organizational environments not as separate from organizations but as creations of organizational founders that are together with the organizations. The founders of the three VSOs, for example, created environments together with the organizations, which is consistent

with the viewpoint that in the world of the constructionist "separate objective environments simply do not exist". Instead, they are enactments of organizational players based on the orientations, experiences, outlooks, and intellectual actions of the actors (Smircich & Stubbart, 1985, p. 724).

Summary and Conclusion

The important role that VSOs play in society as indicated in Chapter 1 includes rendering services such as organized recreational and competitive sports for individual participants and furthering the development of a community's identity (Chalip et al., 1996). The importance of VSOs coupled with society's ongoing campaign for active living makes the study of the origins of voluntary sport organizations and their environments very meaningful. It has also been demonstrated that different organizations emerge in different environmental situations and organizations are dissimilar in many aspects, including their mode of construction (Hall, 1982). Founders of VSOs, based on their preconceptions, aspirations, and background experiences deliberately construct organizations in enabling environments. The study has provided evidence that VSO founders create part of the influential environments required for the emergence of organizations through intellectual effort and actions, which are products of who they are and what they are looking for.

Thus, individuals (sport enthusiasts) with various sport experiences are more likely to look for opportunities to create organizations to promote those sports. Based on founders' preconceptions and motivations, they create requisite environmental influences through actions and interactions with key organizational participants to

construct an organization. The founders thus do not always cross an assumed boundary between organizations and their environments, as argued from the objective perspective, to access needed resources. They know what to look for and where to look for needed resources based on their experiences, preconceptions, and exposures to the sport they intend to organize. The outcomes of their actions lead them to make positive assessments of the environment in terms of its munificence, complexity, and dynamism. Therefore, the "reality" of the environment as discovered by founders is the direct product of who they are, their worldview, their preconceptions, and their actions. The nature of enacted environments therefore depends on particular outlooks, worldviews, beliefs, experiences, dispositions, and preconceptions as well as the general background characteristics that founders bring to bear on the enactment processes. For example, the study suggests that the founder of UOASCUBA created much of the munificent, complex, and the dynamic environmental conditions based on his cultural and historical background experiences as a scuba diver.

The argument that organizational environments are independent, external, and tangible entities that are relentlessly supplying resources (Aldrich, 1979) has been called into question with the findings of this study. The findings of the study strongly support the enacted viewpoint that "what people normally refer to as their environment is generated by human actions and accompanying intellectual efforts to make sense out of these actions" (Smircich & Stubbart, 1985, p. 726). The results of the study suggest that VSO founders undertake actions to construct the necessary environment to support the creation of their sport organizations. First, through perceived possibilities influenced by preconceptions, founders engage in practical

organization construction activities, the outcomes of which lead them to discover the munificent or otherwise nature of the environment. The outcomes, both positive and negative, can later be referred to or "discovered" as knowledge of the environment (Weick, 1995). Thus, the human actions and intellectual capabilities of the founders can generate or produce what it takes to get the intended sport organization in place.

The findings suggest that policy makers can review seemingly stringent rules and regulations that hinder the effort of prospective organization founders. The results indicate that where demands and requirements of existing policies and regulations are difficult to meet (very complex), inexperienced VSO founders might relent on their efforts to launch the formation of organizations. Again, policy makers can inform prospective organization founders about changing trends of the environment affecting the delivery of recreational sports and direct the activities of organization founders within prevailing trends. Changes in policies that encourage formation need to be strengthened while perceived environmental trends that discourage the emergence of more VSOs need to be guarded against.

Limitations of the Study

Though the study has captured several ways that VSO founders perceive, identify, describe, and make sense of the environment in the creation of their organizations, as a case study approach, the investigation's context of analysis is limited to three cases, which does not permit generalization of findings to larger populations. Again, as an interdisciplinary and exploratory study, referenced materials are adopted from general organization studies literature in the areas of social construction, management, and organization creation. There has been lack of

systematic empirical development of literature on enacted environments that relates specifically to sport organizations. This interdisciplinary approach might have widened the scope of the study beyond the reach of prospective sport organization founders.

One obvious limitation of the study is the fact that all three cases of investigation were university affiliated and sponsored organizations. The unique institutional context of the cases was not considered as a central part of the study's units of analysis and, therefore, there was no such discussion and no data was specifically analysed in that context.

However, a comparison of similarities and differences among the three cases revealed that issues such as requirements of student membership, students' club formation, and constitution writing appeared to be common challenges to all three organizations because of their unique institutional context, which were seen by all founders as complex environmental issues. Others such as completion of academic programs and relocation of students/organization members were seen as common dynamic factors. The knowledge base and critical thinking ability of members drawn from the university community setting, invitation of immigrants, and accessibility of university facilities were also seen as common, supportive, and munificent environmental resources, which reinforced founders' creation dreams.

On the other hand, issues relating to inclusion of female participants were more pronounced in UAPA as compared to UOASCUBA and RSC. The deference appeared to be related to the aftermath of weight training and the social conception of ideal female body image. Another difference among the three VSOs was that

equipment needs varied from one organization to the other. For example, the UOASCUBA required sophisticated diving apparatus that caused substantial amount of money, which threatened the smooth membership recruitment campaigns and inception of the organization. In the case of the SRC, equipment needs did not pose any potential threat to its formation, as members simply needed a pair of soccer boot each and, at least, one common football. UAPA was somewhat faced with equipment issues, but the problem was surmounted by accessing the equipment room of FLC. Another difference among the three VSOs was that officiating regulations were more formalized in the case of UAPA compared to the other two. The SRC had no officiating regulations during games, but members of UOASCUBA were required to undertake certified dive courses and obtain compulsory insurance.

Again, the unique characteristics of the three university-based VSOs could have been compared to other organizations outside the university's domain. For instance, the different environmental contexts, founders' backgrounds, and motivations that supported the creation of the three VSOs could have been explored in comparison to other sport organizations outside the university's realm. For example, as institutional organizations, Campus Recreation officials, throughout the creation process, guided the founders of the three VSOs to overcome complex situations. Organizations outside the university may not have such opportunities to overcome creation obstacles in the larger society. One clear difference between campus-based VSOs and those outside the university is that at least 70% of members of the three VSOs were predetermined by the Campus Recreation regulations that pertained to the creation of students' sport clubs, whereas in the larger society,

percentages of membership of sport organizations may not be prearranged. The three VSOs also had direct access to university grants, facilities, and equipment, which might have directly influenced their creation successes. In contrast, organizations outside the university might have to undertake aggressive fundraising campaigns to support their emergence and as well pay unsubsidized fees to access and meet facilities and equipment needs.

Finally, the characteristics and backgrounds of individuals who led the creation of the three VSOs might be different from those who create organizations outside the university. The founders of the three VSOs were all students whose common interest was to participate in the sports they were organizing during their school days. On the other hand, those who create other organizations may have their culture, prestige, and community unity to protect for a longer period of time. Founders of organizations outside the university might have greater life experiences than those student founders who were sharing their precious times between organization founding and academic pursuit.

Another limitation of the study is the fact that there were no conscious comparisons made between the three cases of study to ascertain how various founders have differently enacted the environments. The focus of the study has been limited to identifying the ways environments are enacted in the three cases without recourse to investigating how the various enactment processes differ from each other on a case-by-case basis. Based on these limitations, recommendations are made to guide future research.

Recommendations for Future Research

The relationship between organizations and their environments, with particular reference to how enacted environments influence the creation of VSOs, raises several interesting questions that require further investigation by organizational researchers. With regards to further research, the general question of concern would be a deeper investigation of how founders/managers of VSOs come to know their environments and the implications and significance of such discoveries for the institution and management of voluntary sport organizations.

Different empirical approaches to investigate the general question raised above will help to uncover more enactment processes of the environment that organizational players construct. Quantitative methods may be appropriate to determine more enactment procedures surrounding several organizations in a lager population setting and how each environment is enacted differently from others. Similarly, different qualitative approaches may also help to capture and document more of the processes through which founders/managers of VSOs come to know their environments. Such identifications will provide useful modifications to the proposed model of enacted environments and their influence on VSO formations. Based on the approaches suggested above, the following specific recommendations are made to guide future research:

1. The enactment processes of organizational environments in the creation of VSOs should be investigated in greater detail using alternative empirical approaches, with each of the identified environmental dimensions as a separate unit of analysis.

For example, researcher can subjected the following hypotheses to empirical verification.

First, the findings of the study suggest that founders' preconceptions shape organization creation behaviours to enact environmental conditions as more or less munificent. This leads to a hypothesis to be tested in future research:

***Hypothesis 1**: The greater the preconceptions of founders, the greater their ability to discover different levels of munificent resources.*

Second, the results of the study confirmed that founders' preconceptions guide their selective organization creation activities to enact different levels of environmental complexities. This leads to a second hypothesis:

***Hypothesis 2**: The greater the experience/knowledge of founders prior to launching their organizations, the more diverse their selective/retention activities.*

Third, the study finds that founders' preconceptions inform their selective organization creation activities to enact different levels of environmental dynamisms. This implies the following hypothesis:

***Hypothesis 3**: The greater the preconceptions of founders, the greater their ability to find several levels of environmental dynamism.*

2. More comparative studies are needed to determine similarities and differences among various processes of enacting environments in the establishment of VSOs. 3. Challenges/obstacles of enactment processes of organizational

environments that founders/mangers face in the construction of organizations should be investigated. E.g. environmental complexities such as societal norms and gender issues that threaten or thwart the formation of all-inclusive VSOs should be investigated.

4. The relationship between successful VSO emergence and construction of organizational environments should be further investigated.

5. The influences of background characteristics, histories, and preconceptions on VSO founders' perceptions of environmental elements should be further studied.

6. Interpersonal dynamics (influences of leadership, cooperation among founding members, differences of opinions on prevailing issues) and their effects on the creation of VSOs should be investigated.

7. Detailed studies comparing the enactment processes of organizational environments in the creation of for-profit sector organizations and VSOs should be undertaken.

8. Empirical investigations of founders' cultural backgrounds and its significance for construction of VSOs should be encouraged to introduce into the organizational literature several ways of describing how founders/managers come to know their environments.

In conclusion, it is important to realize that the findings of the study are based specifically on evidence derived from the analysis of empirical data of founders' perceptions of environmental influences on the emergence of three VSOs and the foundations of such perceptions. The study was designed to investigate the various ways VSO founders enact or produce part of the requisite organizational

environments in the creation of sport organizations. There is little knowledge of how enacted environments influence the emergence of VSOs in the organizational literature and the study attempted to fill this void.

One specific contribution of the findings of the study is the highlighting of the relationship between sport management theory and management theory in general. From the perspective of management theory, the concept of environment either as objective, perceived, or enacted has practical implications for achieving organizational goals. Different managers, based on their preconceptions, may perceive prevailing environmental conditions differently. Such perceptions guide managers to respond to selective aspects of their organization's environment to enact different levels of the environmental dimensions. It has been highlighted by the conclusions of the study that the task environment of every organization such as customers, players, members, fans, and suppliers can be enacted by concrete effort and selective actions of managers. The findings suggest that organizational leaders/mangers should rethink environmental constraints, threats, and opportunities, and consider the primary role of strategically engaging their perceptions based on their preconceptions to make their everyday environments more meaningful. The conclusion of this study contributes to the ongoing debate within strategic management about the true nature of organizational environments (Weick, 1995): are they objective, perceived, or enacted? The findings support the enacted view of the environment and its implications for strategic management theory and practice.

To sport management theorist, the environments of sport organizations vary according to the perceptions of sport managers and the domain in which the

organizations operate. Thus, the services and products delivered by different sport organizations tend to influence the environmental perceptions of sport managers. For example, one sport manager may perceive prevailing environmental conditions as munificent while another may perceive same conditions as complex or dynamic depending on the dictates of perceivers' preconceptions. How sport mangers see the environment inform their managerial activities the outcomes of such activities in turn re-define the managers' perceptions of environmental conditions.

Thus, the primary contribution of the study is the introduction of a theoretical relationship between enacted organizational environments and VSO emergence. The findings suggest that potential VSO founders are required to take the first important organization creation steps according to their perceptions that are guided by their preconceptions. The result of those initial steps will enact the true nature of the environmental conditions to redirect subsequent activities, which will re-enact more or less the munificent, complex, and dynamic levels of the environment. The proposed conceptual relationship of how produced organizational environments influence VSO formations is based on analysis of processes through which founders seemingly "identify", "interpret", and "discover" the munificent, complex, and dynamic nature of environments. The conclusion of a positive correlation between enacted environmental elements and emergence of VSOs has developed guidelines and foundation as well as comprehensive signposts for future research. Given the important role VSOs play in society, it is hoped that researchers will further investigate the relationship between enacted environments and VSO formations to guide prospective founders for the inception of more VSOs.

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Appendix A: Sample Interview Guide

Unstructured Interviews: Informants were guided through probes to address the following and other issues that emerged during the conversations.

1. Who founded or is founding the organization?
2. What were or are the background experiences (the history) of the founder(s)?
3. Why was the organization formed or why is it being formed?
4. What challenges did the founder(s) face or are facing to start the organization?
5. What measures were taken or are being taking to overcome the challenges?
6. Who were the target members/players of the organization?
7. How did founder(s) meet or are meeting facilities and equipment needs?
8. How did founder(s) win or are soliciting support for the organization?
9. What information was sought or is being sought to support the formation of the organization?
10. What influences did or do existing organizations have or are having on the creation of the organization?

Appendix B: Advertisement for Informants

Voluntary Sport Organization or Sport Club Needed for Study

Are you a member of a voluntary sport organization or a sport club? Or do you know an individual or group of people who are starting a new sport club? Could you please contact me at 492 – 4253 or e-mail me at tbenko@ualberta.ca?

I am doing a study of how sport clubs are formed and I am looking for a sport organization to study. I am also looking for a new sport club that is accepting new members to join.

THANK YOU.

THOMAS BENKO,

University of Alberta.